

# HARLEM CHILDREN'S ZONE

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REPORT PREPARED IN RESPONSE TO SR 21  
OF THE 2009 REGULAR SESSION

**SEPTEMBER 2009**

**Contact:**

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## EXECUTIVE SUMMARY

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It is evident that the issues children face throughout their lifetime are not the result of one individual factor. Unfortunately we have tried to address these multitudes of problems by looking at each factor independently. The Harlem Children Zone model and the Neighborhood Place model have addressed these family issues with a coordinated and integrated approach. The outcomes realized by each model indicate that they are best practice methods that work.

Senate Resolution No. 21 (2009) 122 (2008) urges and request the Department of Social Services, the Department of Health and Hospitals, the Louisiana Workforce Commission and the Family Services Section of the Division of Dropout Prevention and Adult and Family Services Section of the Office of School and Community Support within the Department of Education, to jointly conduct a study and develop a comprehensive continuum of support from birth to adulthood for Louisiana's children in a report to the Senate Select Committee on Women and Children prior to September 1, 2009. This report looks at the various issues children face and presents an analysis of models that have proven track records. It also presents recommendations on how Louisiana can move forward in the future to address the needs of children and their families.

Louisiana has passed legislation regarding the welfare of the state's children. Act 726, which was passed during the 2003 legislative session, provides for service integration of health and social services; creates a framework of accountability for service integration and rapid implementation of a model that coordinates, collaborates and co-locates entities that serve children and families. This "No Wrong Door Legislation" laid the foundation for the Neighborhood Place Concept.

Act 775 establishes Neighborhood Place, and assigns equal responsibility to the Department of Health and Hospitals, the Department of Social Services, the Louisiana Workforce Commission (formally the Department of Labor), the Office of Juvenile Justice and the Department of Education to guide the implementation of service delivery integration designed to meet the needs of children and their families. To reach better outcomes, this legislation advances two main elements: 1) a framework of accountability for service integration and 2) rapid implementation of a model that coordinates collaborates and, in many cases, co-locates entities that serve children and families. The legislation, as currently written, is unfunded. Neighborhood Place sites are ideally located near community schools and encourage team-based collaborative problem solving among the agencies involved at the site. Louisiana's service delivery traditionally included each of these services, but in a siloed and disjointed fashion, often geographically dispersed and with no real integration. Over the last year and a half, two projects have made strides in

addressing the need for an integrated approach to services to children and families. Those projects are the Neighborhood Place and the DSS/DHH IT Service Integration Project.

The Harlem Children's Zone model and the Neighborhood Place model contain the same five fundamental principles. They both are community based, provide comprehensive services, build community partnerships, based on outcomes, and provide a culture of excellence. They differ in their funding structure. The Harlem Children's Zone model requires an annual operating budget in excess of \$40 million. The Neighborhood Place model is a budget neutral implementation that identifies existing services and co-locates them to one facility. Two Neighborhood Place sites have been launched and are operational with plans for a third site by the end of the year. The families in Louisiana can benefit if selected components of each model that best fit Louisiana's population are implemented and adequately funded.

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## REPORT TO THE LEGISLATURE SR 21 OF THE 2009 REGULAR SESSION

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### INTRODUCTION

In Louisiana, approximately 27% of our population is 19 years old or younger. Of this population, 26.6% of children under the age of 18 live in poverty (PHP 2000).

Senate Resolution 122 from the 2008 legislative session and SR 21 from the 2009 legislative session indicate that throughout their lives, poor children are confronted with multiple disadvantages. Poor health and unaddressed mental health problems are listed among disadvantages faced by poor children. Louisiana has made tremendous strides in the area of childhood immunizations by moving being ranked number 2 in the nation with 81.9% of children under the age of 2 years old fully immunized (National Immunization Survey, 2008).

According to the 2006 SchoolDataDirect (SDD) report, Louisiana spends \$4948 per student on instructional expenditures compared to the national average of \$5554. Performance data from the same source indicates that in 2007, math proficiency for students in grades 3-6 and grade 8 declined or stayed the same from the previous year. Only grade 7 showed a slight increase. None of the compared years showed a proficiency rate greater than 68% for any grade. This basically says that 32% of students in classrooms are not functional at grade level in math. The reading proficiency scores showed a similar trend.

Safety statistics from Prevent Child Abuse Louisiana show that in 2003, the rate (per 1000 population) of validated cases of child abuse and neglect was 10.9. Single parent households with children account for 13.4% of our population (SDD, 2008). These numbers contribute to the disadvantages associated with unstable families.



## MODEL COMPARISON

Harlem Children's Zone (HCZ) is a strategic model that addresses the child poverty issues in a 100 block area in Central Harlem. Children's Zone is a unique, holistic approach to rebuilding a community so that its children can stay on track through college and go on to the job market. Harlem Children Zone has spent over 35 years working with children in poverty. This Project began as a one-block pilot in the 1990s, and then following a 10-year business plan, it expanded to 24 blocks and now to 100 blocks. The goal is to serve 15,000 children and 7,000 adults by 2011. Mr. Geoffrey Canada serves as the President and CEO.

The purpose of the Harlem Children Zone is to address Inner-City Poverty in Harlem by taking a comprehensive, progressive approach. The New York Times Magazine said the Zone Project "combines educational, social and medical services. It starts at birth and follows children to college. It meshes those services into an interlocking web, and then it drops that web over an entire neighborhood. The objective is to create a safety net woven so tightly that children in the neighborhood just can't slip through."

The HCZ model is based on five (5) fundamental principles. Those principles are listed below:

1. Principle 1: Neighborhood-Based, At- Scale Approach
2. Principle 2: The HCZ Pipeline
3. Principle 3: Building Community
4. Principle 4: Evaluation
5. Principle 5: Culture of Success

The budget for the HCZ Project for fiscal year 2009 is over \$ 40 million, allowing average expenditures of \$3,500 per child. All HCZ programs are offered free to the children and families of Harlem and are largely made possible by donations.

Like the HCZ model, the Neighborhood Place (NP) model is also a successful integrated services model that resulted from the Kentucky Education Reform Act of 1990. Neighborhood Place is a way of delivering services that brings together staff from multiple agencies in one readily accessible location to work with families in their own neighborhoods. The NP model has the following characteristics:

1. Community-based and culturally appropriate / a targeted "Safety Net"
2. Provides Comprehensive Services / Promotes Prevention and Intervention
3. Establishes Community Partnerships / Effectuates shared decision-making with clients

4. Produces timely and effective interventions
5. Promotes Excellence / NP is not a “program” or a “pilot” but a culture

The five fundamental principles of the HCZ model and the five characteristics of the NP model are consistent in nature. These principles and characteristics will be used to compare and contrast the HCZ model with the NP model. This analysis will be used as the basis for the recommendations that are included in this report.

### **COMMUNITY BASED**

The HCZ model uses a Neighborhood-Based, At Scale Approach: The model serves an entire neighborhood comprehensively and at scale. In order to bring widespread change, the HCZ model believes it is necessary to work on a scale large enough to create a threshold in the community beyond which a shift occurs away from destructive patterns and towards constructive goals. According to the HCZ model, engaging the entire neighborhood helps to achieve three goals.

- a. It reaches children in numbers significant enough to affect the culture of a community.
- b. It transforms the physical and social environments that impact the children’s development.
- c. It creates programs at a scale large enough to meet the local need.

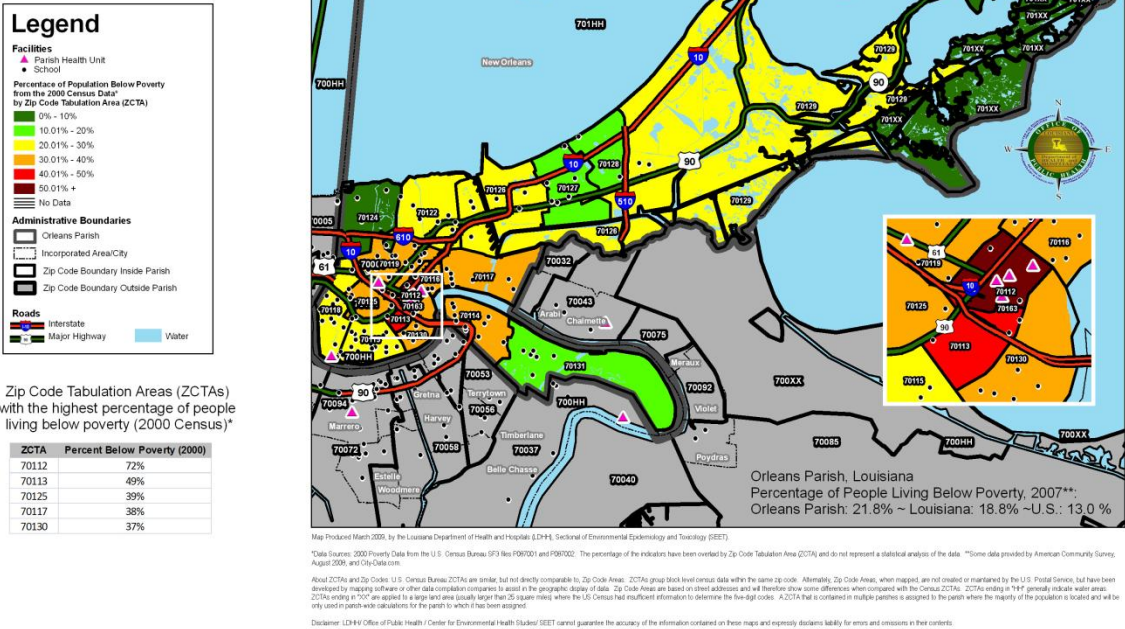
The nationally prominent NP integrated human and social services model is one that showcases the benefits of multidisciplinary approach to serving the community and its citizens. Within a NP, multiple organizations will have a staff presence and be able to extend their services or make appropriate referrals. The staff partners from various programs work together to attain the best solutions for the family’s need. A NP is ideally located near community schools and addresses the leading barriers to children and youth succeeding in the educational environment. It allows for greater innovation in meeting the various needs of the community.

The NP model also realizes that Community Assessments are necessary to determine needs and existing resources in the community. Using GIS mapping, five indicators are used to determine the communities of greatest need within a parish where a NP might be established. The following indicators of need, by zip code, are used in the Louisiana Assessment for Neighborhood Place.

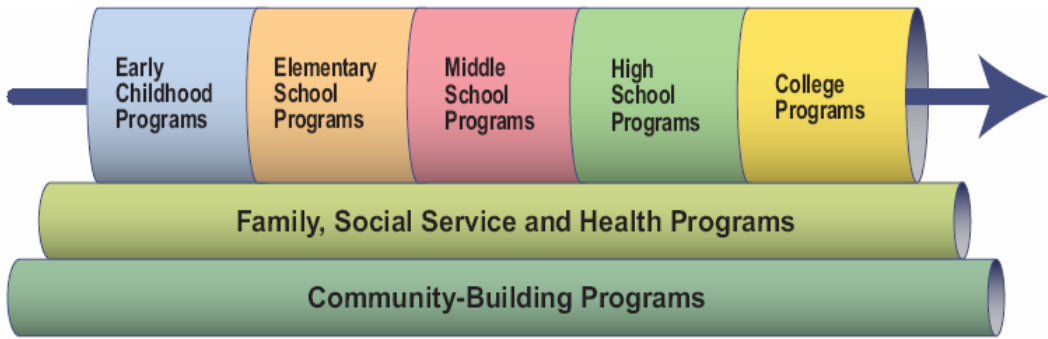
1. Number of Medicaid Recipients
2. Number of Food Stamp Recipients
3. Dropout Rate
4. Children in State Custody
5. Poverty

The Louisiana Promise Zone (LPZ) collaborative (group that visited HCZ) is in agreement with the indicators established by NP listed above, and used the same indicators and mappings for the LPZ community assessment.

Neighborhood Place Planning Map:  
Percent of Population Below Poverty  
by ZCTA, 2000 for Orleans Parish\*



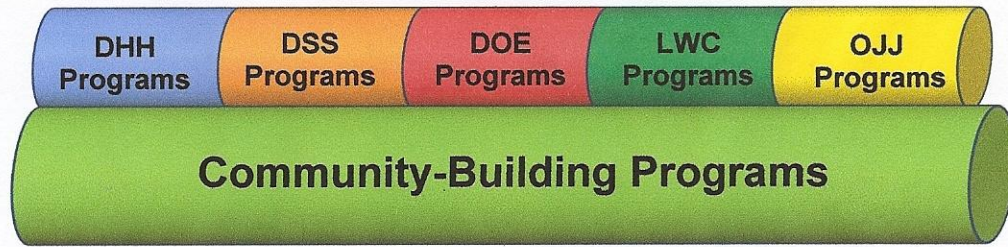
### COMPREHENSIVE SERVICES



The HCZ Pipeline, or continuum of services, provides children and families with a seamless series of free, coordinated, best practice programs. HCZ focuses on the needs of children at every developmental age, including specific programs addressing prenatal care, infants, toddlers, elementary school, middle

school, adolescence, and college. The HCZ model requires the development of excellent, accessible programs and schools and links them to one another so that they provide uninterrupted support for children's healthy growth, starting with prenatal programs for parents and finishing when young people graduate from college. The HCZ model surrounds the pipeline with additional programs that support families and the larger community. Programs offered include:

- Harlem Gems – all day pre-kindergarten/Three Year Old Journey
- Harlem Peacemakers – trains young people who are committed to making their neighborhoods safe for children and families. Places AmeriCorps participants in the classroom.
- TRUCE Fitness and Nutrition Center – free classes in karate, fitness, nutrition, health, dance and regular academic assistance (grades 5 – 8).
- Arts and Media – youth development/academic growth, career readiness, fostering media literacy and artistic ability
- Employment and Technology – computer and job- related skills for teens and adults
- A Cut Above – an after school program that helps in middle-school
- Countee Cullen Community Center offers a range of services at night, weekends and summers
- The Baby College- Parenting workshops
- HCZ Asthma Initiative
- Promise Academy – High quality public charter school and obesity program
- Beacon Community Centers
- Foster Care Prevention Services
- The College Programs
- Family, Community and Health Programs
- Community Pride
- Single Stop – from counseling to financial advice to legal consultations



NP provides comprehensive services. All services available through the integrated services model shall be comprehensive (screening, eligibility and assessment, full application, approval and referral, re-determination). NP service partners are comprised of city and state government agencies, local service providers and non-profit organizations, delivering core and optional services. The NP model represents a partnership of public sector agencies that have come together to create a network of community-based, “one-stop” service centers with the purpose of providing blended and accessible health, education, employment and human services that support children and families in their progress toward self-sufficiency. Neighborhood Place services include the following:

- Child Care Assistance
- Child Support
- Family Independence Temporary Assistance Program
- Food Stamp Program
- Housing Services
- Utility Assistance
- Behavioral Health Services
- Developmental Disabilities Services
- Louisiana Rehabilitation Services
- Aging and Elderly Services
- Health Unit Services
- Employment Services
- Education Services

## COMMUNITY PARTNERSHIPS

HCZ and NP both rely on the entire community working collaboratively with local leaders, residents, cultural organizations, and faith based institutions in order to adequately support children and families. Neighborhood Place sites are ideally located near community schools and encourage team-based collaborative problem solving among the agencies involved at the site. Louisiana's service delivery traditionally included each of these services, but in a siloed and disjointed fashion, often geographically dispersed and with no real integration. Over the last year and a half, two projects have made strides in addressing the need for an integrated approach to services to children and families. Those projects are the Neighborhood Place and the DSS/DHH IT Service Integration Project.

## OUTCOMES BASED

Program evaluation is a key component of both HCZ and NP. The structure of each program includes formalized sections and/or committees that specifically address evaluation.

## CULTURE OF EXCELLENCE

Both HCZ and NP use best practice models in their integrated service delivery. Both models demonstrate respect for the families they serve and are dedicated to empower families and communities to reach self-sufficiency and to excel.

## COMPARATIVE SUMMARY

The leadership of the HCZ recommends that communities apply the principles of the HCZ model. The HCZ leadership specifically states "A great number of high-quality, promising programs already exist in neighborhoods, cities, and states throughout the US. Communities interested in following the HCZ model do not need to replicate the specific programs we developed for Central Harlem, but they do need to incorporate all the principles outlined (above) into the programs that work best in their own neighborhoods."

The previous sections of this report clearly demonstrate that the two models, HCZ and NP incorporate the same basic principles in program implementation. The principles of HCZ are consistent with the integrated service delivery model established through Neighborhood Place.



## ACTIVITY STATUS REPORT

As a result of the previous legislation the following gains have been made:

1. There is a core group with each department working on the development of Neighborhood Place.
2. November 2007 leaders and stakeholders site visit to Kentucky
3. April 4, 2008 first Cabinet Level Meeting
4. Ongoing State Leadership Meetings Started 4/17/08
5. Act 775 Signed by Governor Jindal
6. Site Visit to Harlem Children's Zone
7. Clinic with KY NP Founding Father, Marty Bell 7/29/09
8. Meetings held with Mr. Cooper and Mark Washington - New Orleans Site
9. Neighborhood Place Subcommittees developed
10. A logo has been developed.
11. Two NP Sites opened on 6/29/09 in Sabine Parish
12. Ongoing meetings/planning to develop additional sites in Louisiana
13. On line Neighborhood Place course developed
14. The local community is involved
15. A strategy has been developed to offer integrated, blended services
16. Technology and telephone request have been submitted
17. On line Neighborhood Place course developed
18. Staff completed the Neighborhood Place Training

## STATUS OF NEIGHBORHOOD PLACE SITES AND POTENTIALS SITES

Currently there are two Neighborhood Place Sites opened in Sabine Parish. Neighborhood Place South is located in Many and Neighborhood Place North is located in Zwolle. (See Appendix D for Press Release). The following areas have expressed an interest in developing, organizing, sponsoring and/or hosting Neighborhood Place Sites:

**Lafayette** – This group is facing a challenge locating ample space for the staff that would be housed at Neighborhood Place. There are no immediate plans to move forward until additional resources have been identified.

**Baton Rouge** – Several local Community Partners have expressed a high level of interest in opening a center to address truancy. Many of the children who are truant and their families need intervention from the Social Service System. The local Community Partners at this time are exploring resources for space, a Site Based Manager and Intake Coordinator. The State Leadership Team will provide technical assistance.

**New Orleans** - This group is working with the community of Central City to house several local Community Partners and the 5 state agencies. Although renovations are occurring at the Mahalia Jackson site, space issues are under discussion with the Early Childhood & Family Learning Foundation personnel as they in turn work with the Orleans Parish School Board. A definitive opening date is uncertain at this time, but it is planned for the end of the year or early 2010.

**Lake Charles** – The Lake Charles Youth Planning Board, Local Community Agencies, Office of Juvenile Justice and other Stakeholders are planning to open a Resource Center. At this point, NP presence has not been requested.

## **LOUISIANA PRACTITIONER’S INSTITUTE DELEGATION**

The Louisiana Association of Non-profits (LANO) was instrumental in coordinating visits to the HCZ headquarters in New York City. LANO leadership also traveled to Washington, DC on June 16-18, 2009 and held meetings with staff members of the US Department of Education, the US Department of Housing and Urban Development, Louisiana Congressional Delegation members and staff, and national poverty officials and staff. The primary purpose of these meetings was to position Louisiana to be named as one of President Obama’s “Promise Neighborhoods”. These Promise Neighborhood planning grants are under the US Department of Education Innovation Fund.

As a result of two separate visits in 2008 to the HCZ Practitioner’s Institute, the Louisiana’s Promise Zone (LPZ) Collaborative was established. Through this group, stakeholders across the state have come together to analyze the HCZ model. On March, 10, 2009, a planning session was held with stakeholders to analyze the strengths, weaknesses, opportunities and threats to undertaking the replication of the HCZ. The strengths included the following: wealth of social service agencies, strong leadership throughout various sectors, growing community engagement and strong culture of family. The weaknesses and threats included apathy, politics, hidden agendas, and lack of corporations and big businesses to provide ongoing financial support. The opportunity most discussed in the analysis was the funding that would be provided from the stimulus package to replicate the HCZ model. Twenty pilot



neighborhoods will be selected throughout the United States to replicate HCZ's best practices.

The LPZ Collaborative selected New Orleans as the city to host the Promise Zone pilot community. The LPZ Collaborative used the selection criteria established by Neighborhood Place to identify Central City (zip codes 70112, and 70113) as having the largest percentage of population in poverty. The LPZ Collaborative also used the other site selection criteria established by Neighborhood Place which included: Medicaid recipients, Food Stamp recipients, dropout rate, and children in state custody.

At the July 23, 2009 meeting of the LPZ collaborative, a recommendation was made and approved to form a New Orleans LPZ collaborative. It was further decided that New Orleans based members of the statewide collaborative and members of the United Nonprofits of New Orleans would be included in the NOPZ meetings. The first meeting was scheduled for Wednesday, August 19, 2009 from 8:30am to 10:00 am at Kingsley House.



**Louisiana Promise Zone model**

Through ACT 775 (2008), the Neighborhood Place model was established as the brand that Louisiana would use for integrated service delivery. The previous sections of this report clearly demonstrate that the two models, HCZ and NP, are extremely similar in structure and identical in outcomes that are desired for the citizens being served. A possible solution to the branding issue would be to acknowledge the contribution of each model. For example, if a community is selected as one of

President Obama's Promise Neighborhoods, it could be named "Neighborhood Place at XYZ (location)" "A Promise Zone Community".

President Barak Obama has allocated \$10 Billion of planning grant funds to be given to twenty (20) cities across the country to establish Promise Neighborhoods that use the Harlem Children's Zone model. New Orleans has been the city in discussion with HCZ as a prospective Promise Neighborhood. In particular, the Central City location at Mahalia Jackson is one entity that is working to access the funds. The Mahalia Jackson site embraced the Neighborhood Place model nearly eighteen months ago and has

been working with the state agencies that have provided technical assistance in the areas of planning research and documentation.

Governance Structure: The HCZ model is completely governed by the HCZ organization. The Neighborhood Place model is a community driven model that relies on the community for facilities and operating resources. The state agencies play a role by shifting existing resources to a NP site. The state facilitates the communities in planning and implementation by providing technical assistance to the communities regarding the model. The state Departments of Health and Hospitals, Social Services, Education, Louisiana Workforce Commission and the Office of Juvenile Justice are all committed to the Neighborhood Place model.

## **RECOMMENDATIONS**

As a result of this study, the following recommendations are offered. Establish a subcommittee of the Neighborhood Place and Louisiana Promise Zone teams to recommend improvements to Neighborhood that would modify it to include necessary elements from Harlem Children's Zone.

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## **CONCLUSION**

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The capacity for complex planning, ability to raise private dollars over a sustained period of time, commitment to data and evaluation and commitment to a management structure to ensure financial accountability are essential for a successful implementation. These factors are important for the success of any model that is implemented in Louisiana. Tailoring programs to the needs of the community in a place that is easily accessible and committed to outcomes and funding the efforts will put Louisiana well on its way to bringing the children and families of this state to a culture of success.

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## APPENDICES

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<http://www.dhh.louisiana.gov/offices/?ID=289>

**APPENDIX A: NEIGHBORHOOD PLACE MOUS AND CEAS**

**APPENDIX B: SABINE PRESS RELEASE**

**APPENDIX C: SITE SELECTION MAPS FOR SABINE, LAFAYETTE, AND BATON ROUGE**

**APPENDIX D: NEIGHBORHOOD PLACE BUSINESS PLAN**

**APPENDIX E: NEIGHBORHOOD PLACE OUTCOME MEASURES**

**APPENDIX F: NEIGHBORHOOD PLACE SURVEY**

**APPENDIX G: LOUISIANA PROMISE ZONE COLLABORATIVE DOCUMENTS**

**APPENDIX H: BATON ROUGE PRESS RELEASE**

## APPENDIX A: NEIGHBORHOOD PLACE MOUS AND CEAS

### STATE OF LOUISIANA

#### COOPERATIVE ENDEAVOR AGREEMENT

THIS COOPERATIVE ENDEAVOR AGREEMENT, made and entered into this 15<sup>th</sup> day of April, 2009 by and between the State of Louisiana, Department of Health and Hospitals, hereinafter referred to as "DHH," and Sabine Parish School Board, officially domiciled at 695 Peterson Street, Many, LA 71449 hereinafter referred to as "SPSB."

#### WITNESSETH:

WHEREAS, Article VII, Section 14(C) of the Constitution of the State of Louisiana provides that "for a public purpose, the state and its political subdivisions ... may engage in cooperative endeavors with each other ...; "and

WHEREAS, DHH and SPSB desire to cooperate with each other in the implementation of the project as hereinafter provided; and

WHEREAS, the public purpose is described as creating a Neighborhood Place in Sabine Parish; and

WHEREAS, a Neighborhood Place works with communities to provide blended and accessible health, education, employment and human services that support children and families in their progress toward self-sufficiency; and

WHEREAS, the Guiding Principles of the Neighborhood Place program are:

- Support community human service endeavors that transcend and strengthen the mission of any single agency.
- Recognize that collaboration occurs among people, not among institutions.
- Encourage agencies to fully cooperate through productive dialogue and action that dissolves barriers and advances effective service delivery.
- Promote a commitment to collaboration at all levels of participating organizations.
- Acknowledge the diversity of both the community and the providers.
- Recognize and address the obstacles local agencies, organizations or institutions will face in this process.
- Instill mutual accountability among all participating organizations measured by qualitative and quantitative data.
- Promote maximization of state general fund investments and increase the state's return on investments.

NOW THEREFORE, in consideration of the mutual covenants herein contained, the parties hereto agree as follows:

**I. Scope of Project**

The parties agree jointly to coordinate and perform the activities and services described herein within the scope of legislative and federal requirements governing the parties' respective programs, services and agencies.

**A. Sabine Parish School Board shall:**

Provide space, utilities, maintenance, and renovation for two NP sites in Sabine Parish.

Provide local leadership for the implementation of the NP model in Sabine.

Provide Site-based Manager and Intake Specialists positions for each site.

Provide administrative support, personnel administration, clinical and program supervision for the sites and staff provided directly or through contract by the SPSB.

Continue to develop and integrate school-based support services for children and youth throughout the district and in coordination with Neighborhood Place.

Participate with the Sabine Children and Youth Services Planning Board (C&YSPB), designated as the local Neighborhood Place Community Council in keeping with the Board's mission to develop a full continuum of care for children, youth and families within the parish.

Provide accurate data on services provided as well as unmet needs as part of the Neighborhood Place program evaluation component.

Provide startup costs of \$180,000 for renovation and purchase of both sites.

Fund ongoing annual operational cost of \$115,000.

Provide ongoing annual in-kind support of \$180,000.

**B. DHH shall, insofar as practicable, and within its appropriated budgets:**

Allocate necessary staffing positions and associated funding from DHH agencies to operate a Neighborhood Place based on documented need as determined by DHH.

Develop training necessary to operate a Neighborhood Place Site and provide said training to DHH staff.



Ensure communication, collaboration and cooperation between state, regional and local DHH agencies and their community partners in regard to the successful operation of a Neighborhood Place Site.

Dedicate specific staff to work toward sustainability by seeking grants and entitlements that may be used to sustain and institutionalize the Neighborhood Place model.

Provide DHH core services as needed through the Neighborhood Place sites or in close proximity when possible;

Designate a state and local contact person to participate in planning discussions regarding Neighborhood Place implementation and support;

Participate in state, regional and local level discussions on policy issues affecting the Neighborhood Place site including facilities, leasing, privacy, confidentiality, service coordination evaluation and data-sharing;

Participate in the development of an integrated intake/assessment, case management, service delivery and referral process between parties;

Provide DHH staff to conduct Medicaid enrollments and reenrollments during the initiation of the Neighborhood Place Site.

Train Neighborhood Place Intake staff to qualify as a Medicaid Enrollment Center.

Work toward removing barriers to billing Medicaid for Mental Health, Nurse Family, Multi-systemic and other services based on identified needs in the parish.

Regional and Local OPH will work to establish "fast lane" referrals for Neighborhood Place clients.

Provide local OPH staff to actively participate in family staffings as needed.

Provide local OPH staff to actively participate in Neighborhood Place Community Council.

Through contract or agreement between the DHH Office of Mental Health and SPSB, provide behavioral health services one day a week at each Neighborhood Place site as determined necessary by DHH.

Through contract or agreement between the DHH Office of Mental Health and SPSB, provide clinical and program supervision, and participation in Family Staffings for clients receiving behavioral health services through the Neighborhood Place.

Provide input, training and technical assistance in developing intake, screening, referral, assessment, service planning, service delivery, case review processes and confidentiality procedures necessary to integrate behavioral health service delivery into the Family Plan.

Provide local OMH staff to actively participate in the C&YSPB.

### **C. Ongoing System Development and Operations**

Partners will continue to plan, develop, implement and support on-going efforts of Neighborhood Place sites by having on-going contact with the State Leadership Team, Local Implementation Team, staff and reviewing feedback forms from customers.

## **II. Goals**

The parties to this Agreement agree to work together to:

- A. Establish broad parameters that guide and help to support the development of Neighborhood Place Sites eliminating duplication of services and providing better outcomes for the children and families of Louisiana.
- B. Identify state or local level policies, procedures and or practices that inhibit the implementation of Neighborhood Place sites and develop strategies to address barriers.
- C. Seek innovative approaches for improving program performance.
- D. View the Neighborhood Place as an integral part of how the State provides comprehensive services designed to meet Louisiana's vision of supporting citizens to become self-sufficient.

The purpose of this Agreement is to identify and coordinate agency resources to create a seamless, customer-friendly system that addresses the needs of Louisiana's citizens by offering comprehensive, accessible, blended services. This Agreement establishes commitments, shared values, joint processes and procedures to develop a plan of operation with state-level Neighborhood Place Partners, local partners and to support extensive planning, collaboration, and coordination toward providing a system of service delivery in Louisiana.

## **III. Performance Indicators**

- Increase number of eligible Medicaid recipients by 5%
- Reduce teen pregnancy rates by 2%
- Reduce reported incidence of substance abuse in children and youth by 5%

- Reduce the number of children and youth in out of home placements by 5%

#### **IV. Payment Terms**

It is mutually agreed that all agency partners, including DHH, will support the operating expenses of Neighborhood Place with a fair share concept in recognition of the joint use of the Neighborhood Place Site by the agencies, including DHH.

In consideration of its responsibilities described herein, DHH shall provide \$8,480.24 annually to SPSB as the DHH fair share.

DHH is responsible for providing the core services applicable to its program(s) at the Neighborhood Place site as provided herein. DHH will define the specific core services that are applicable to its programs, levels of commitment, state-level guidance for funding, and expected outcomes.

#### **V. Miscellaneous Terms and Conditions**

##### **Confidentiality Statement**

The Sabine Parish School Board shall abide by the Federal and State laws and regulations concerning confidentiality which safeguard information and the participant's confidentiality (42 U.S.C. 602 and LA. R.S. 46:56) to the extent allowed by federal and state law. DHH shall comply with all applicable state and federal requirements for the confidentiality and security of its clients' personal information, including but not limited to state requirements under R.S. 46:56, and including but not limited to federal requirements under 42 C.F.R. 431.300 et seq., 42 C.F.R. Part 2, and the HIPAA Privacy and Security Rules (45 C.F.R. Parts 160 and 164).

##### **Termination for Convenience**

Either SPSB or DHH may terminate the Agreement at any time by giving thirty (30) days prior written notice to the other party. The Agreement can be immediately terminated by either party, if it is determined by either party that any provision of this Agreement cannot be fulfilled because of legal or regulatory reasons.

##### **Liaison Officials**

The primary point of contact who shall function as the lead liaison for all services described in this Agreement is Dorman Jackson, Superintendent of Sabine Parish School Board. Contact information is P. O. Box 1079, Many, LA 71449, (318) 256-9228, and [djackson@sabine.k12.la.us](mailto:djackson@sabine.k12.la.us).



The primary point of contact who shall function as the lead liaison for all services described in this Agreement for DHH is Deputy Secretary Sybil Richard. Contact information is P. O. Box 629, Baton Rouge, LA 70821-0629; (225) 342-7092.

#### **Non-assignability**

Neither party shall assign any interest in this Agreement by assignment, transfer, or novation, without prior written consent of the other.

#### **Auditors Clause**

It is hereby agreed that the Legislative Auditor of the State of Louisiana and/or the Office of the Governor, Division of Administration auditors shall have the option of auditing all accounts of SPSB or DHH which relate to this Agreement.

#### **Term of Agreement**

This Agreement shall begin on May 1, 2009, and shall terminate on April 30, 2014.

#### **Fiscal Funding**

The continuation of this Agreement is contingent upon the appropriation of funds to fulfill the requirements of the Agreement by the Legislature. If the Legislature fails to appropriate sufficient monies to provide for the continuation of the Agreement, or if such appropriation is reduced by the veto of the Governor or by any means provided in the Appropriations Act to prevent the total appropriation for the year from exceeding revenues for that year, or for any other lawful purpose, and the effect of such reduction is to provide insufficient monies for the continuation of the Agreement, the Agreement shall terminate on the date of the beginning of the first fiscal year for which funds are not appropriated.

#### **Discrimination Clause**

The parties agree to abide by the requirements of the following as applicable: Title VI of the Civil Rights Act of 1964 and Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, Federal Executive Order 11246 as amended, the Rehabilitation Act of 1973, as amended, the Vietnam Era Veteran's Readjustment Assistance Act of 1974, Title IX of the Education Amendments of 1972, the Age Discrimination Act of 1975, the Fair Housing Act of 1968 as amended, and the requirements of the Americans with Disabilities Act of 1990.

Both parties agree not to discriminate in its employment practices, and will render services under this Agreement without regard to race, color, religion, sex, national origin, veteran status, political affiliation, disabilities.

Any act of discrimination committed by either party, or failure to comply with these statutory obligations when applicable shall be grounds for termination of this Agreement.

THUS DONE AND SIGNED AT Baton Rouge, Louisiana on the 28<sup>th</sup> day of April, 2009.

WITNESSES SIGNATURES:

Barbara Gelotta  
[Signature]

DHH SIGNATURE:

By: [Signature]

Title: Deputy Secretary, DHH

THUS DONE AND SIGNED AT \_\_\_\_\_, Louisiana on the \_\_\_\_\_ day of \_\_\_\_\_, 2009.

WITNESSES SIGNATURES:

\_\_\_\_\_  
\_\_\_\_\_

SPSB SIGNATURE:

By: \_\_\_\_\_

Dorman Jackson

Title: Superintendent, Sabine Parish School System

## Neighborhood Place Sabine Parish

### Medicaid

Medicaid is an assistance program that provides medical benefits to low-income people. Louisiana's Medicaid program covers many of the same things that private health insurance programs traditionally cover. Different Medicaid programs have various eligibility requirements, income limits, age or disability.

### LaCHIP

The Louisiana Children's Health Insurance Program is a Medicaid program that offers low-cost or no-cost health care plans for uninsured Louisiana children up to age 19. Eligibility is based on family size and income. A family of 4 can earn as much as \$55,000 and still qualify for LaCHIP coverage for kids.

### WIC

The Women, Infants and Children program is a special supplemental nutrition program for pregnant, breastfeeding and postpartum women, infants and children under five years old. WIC provides nutritious foods, nutrition information, and referrals to other health and social services.

### EarlySteps

EarlySteps is Louisiana's Early Intervention System which provides services to families with infants and toddlers from birth to three years of age who have a medical condition likely to result in a developmental delay, or who have developmental delays. EarlySteps services are typically provided in the child's natural setting (such as home or daycare) and are designed to improve a family's capacity to enhance their child's development. **But the services provided at this Neighborhood Place will be informational only.**

### Mental health services

Office of Mental Health staff will provide mental health services including information, screening and referral to Many Mental Health Center or existing school-community based services for eligible individuals. On-site mental health services will be available for existing school-based health center clients and families.

**MEMORANDUM OF UNDERSTANDING BETWEEN**  
**THE SABINE PARISH SCHOOL BOARD**  
**AND**  
**THE LOUISIANA DEPARTMENT OF SOCIAL SERVICES**

This Memorandum of Understanding (MOU) is entered into by the Department of Social Services (DSS), relative to cost and service delivery for the Zwolle and Many Neighborhood Place (NP) locations.

**Mission, Guiding Principles, Goals and Principles of Collaboration**

Mission

Neighborhood Place works with communities to provide blended and accessible health, education, employment and human services that support children and families in their progress toward self-sufficiency.

Guiding Principles

- Support community human service endeavors that transcend and strengthen the mission of any single agency.
- Recognize that collaboration occurs among people, not among institutions.
- Encourage agencies to fully cooperate through productive dialogue and action that dissolves barriers and advances effective service delivery.
- Promote a commitment to collaboration at all levels of participating organizations.
- Acknowledge the diversity of both the community and the providers.
- Recognize and address the obstacles local agencies, organizations or institutions will face in this process.
- Instill mutual accountability among all participating organizations measured by qualitative and quantitative data.
- Promote maximization of state general fund investments and increase the state's return on investments.

Goals

Jointly, the parties to this **Memorandum of Understanding** agree to work together to:

Establish broad parameters that guide and help to support the development of Neighborhood Place Sites and eliminating duplication of services to providing better outcomes for the children and families of Louisianans;

Identify state or local level policies, procedures and or practices that inhibit the implementation of Neighborhood Place sites and develop strategies to address barriers;

Seek innovative approaches for improving program performance;



View the Neighborhood Place concept as an integral part of how the State provides comprehensive services designed to meet Louisiana's vision of supporting citizens to become self-sufficient.

#### Principles of Collaboration

1. Improve access to services near where people live.
2. Provide multiple services in one location.
3. Build relationships to solve problems and strengthen responses.
4. Make connections with people who live and work in neighborhoods.
5. Work together in teams to place the needs of families above agency or procedural concerns.
6. Work with families as partners by utilizing family team meetings.
7. Respect and value families from initial greeting to closure.
8. Involve neighborhood residents in decision making as members of Neighborhood Place Community Councils, the Managing Board and other advisory groups.
9. Recognize the diversity of communities as well as the diversity of service providers.

#### **Background**

In the 2003 Regular Legislative Session, the Louisiana Legislature directed the Department of Social Services to develop an integrated service delivery system to meet the needs of clients. In November of 2007, leaders from the Louisiana Department of Social Services, together with community leaders, judges, and legislators, visited Louisville. The intent was to observe the approach of a select number of Kentucky's service delivery models, designed to address child welfare.

On April 17, 2008, the first meeting of the Neighborhood Place State Leadership group was held to develop a comprehensive plan for a "seamless" system of service delivery for Louisiana. This Leadership group is comprised of the Department of Health and Hospitals, the Louisiana Workforce Commission, the Department of Education, the Office of Juvenile Justice, and the Department of Social Services. On July 6, 2008, Governor Bobby Jindal signed Act 775, representing the required legislation to launch the Neighborhood Place Program in Louisiana.

The purpose of the MOU is to identify and coordinate agency resources to create a seamless, customer-friendly system that addresses the needs of Louisiana's citizens by offering comprehensive, accessible, blended services. This MOU establishes

commitments, shared values, joint processes and procedures to develop a plan of operation with state-level Neighborhood Place Partners, local partners and to support extensive planning, collaboration, and coordination toward providing a system of service delivery in Louisiana.

#### **Liaison Officials**

The primary point of contact, which shall function as the lead liaison for all services described in this MOU is Dorman Jackson, Superintendent Sabine Parish School Board. Contact information is P. O. Box 1079, Many, LA 71449, (318) 256-9228, and [djackson@sabine.k12.la.us](mailto:djackson@sabine.k12.la.us).

The primary point of contact, which shall function as the lead liaison for all services described in this MOU for DSS is Marie Brown-Mercadel, P. O. Box 3957, Baton Rouge, LA 70821, 225-342-1102, fax 225-342-9833, and [Marie.Brown@dss.state.la.us](mailto:Marie.Brown@dss.state.la.us).

#### **Measures**

Current data regarding poverty levels, income data, food stamp recipients, Medicaid enrollment, dropout rates, unemployment rates, and behavioral health issues was analyzed and used to determine the first year outcome measures for each of the agency partners. Each agency will have specific measures with the understanding that the achievement of each measure will be affected by the contributions of each of the Neighborhood Place partners. The following performance measures will be tracked and will be utilized to build a more accurate profile to be used in subsequent years to meet the ongoing and unmet needs of the parish:

- Increase the number of recipients receiving Food Stamp by 5%
- Reduce the number of children and youth out of home placements by 5%

#### **Cost Allocation**

Each Neighborhood Place Partner (NPP) is responsible for providing the core services applicable to its program(s) at the Neighborhood Place sites as needed. Partners will define the specific core services that are applicable to its programs, levels of commitment, state-level guidance for funding, and expected outcomes. It is mutually agreed that all agency partners will support the operating expenses of Neighborhood Place with a fair share concept based on the amount of time staff is domiciled at Neighborhood Place.

#### **Confidentiality Statement**

The Sabine Parish School Board shall abide by the Federal and State laws and regulations concerning confidentiality which safeguard information and the participant's confidentiality (7 CFR 272.1 (c)(i), 45 CFR 205.50, 34 CFR 361.38 & 361.40 and LA. R.S. 46:56) to the extent allowed by federal and state law. DSS/DHH/DOE/OJJ and Workforce Commission will further abide by all Federal and State laws and

regulations as they relate to data sharing of pertinent information for performance accountability and program evaluation purposes.

### **Responsibilities**

DSS agrees to jointly coordinate and perform the activities and services described herein within the scope of legislative and federal requirements governing the parties' respective programs, services and agencies. Agencies will provide technical assistance in support of agency and local partners.

#### **DSS shall:**

Allocate necessary staffing positions and provide fair share of associated funding through a lease agreement with the Sabine Parish School District to operate NP based on documented need;

Develop and provide staff with the training necessary to operate a Neighborhood Place site;

Ensure communication, collaboration and cooperation between state, regional and local DSS agencies and their community partners in regard to the successful operation of Neighborhood Place;

Dedicate specific staff to work toward sustainability by providing technical assistance for grants and funding opportunities to be used to sustain and institutionalize the Neighborhood Place model;

Provide core services as needed through the Neighborhood Place sites or in close proximity;

Designate a state and local contact person to participate in planning discussions regarding Neighborhood Place implementation and support;

Participate in state, regional and local level discussions on policy issues affecting each the Neighborhood Place site including facilities, leasing, privacy, confidentiality, service coordination evaluation and data-sharing;

Participate in the development of an integrated intake/assessment, case management, service delivery and referral process between parties; and

Acknowledge each required state partners' obligation to contribute its fair share to meet needs of the Neighborhood Place sites; recognizing that all partners will continue to be subject to statutory and regulatory funding limitations and requirements regarding allowable costs in each program.

#### **Specific deliverables from Agency participants are as follows:**

**Sabine Parish School Board Deliverables**

Provide space, utilities, maintenance, and renovation for two Neighborhood Place sites in Sabine Parish;

Provide local leadership for the implementation of the Neighborhood Place model in Sabine;

Provide Site-based Manager and Intake Specialists positions for each site;

Provide administrative support, personnel administration, clinical and program supervision for the sites and staff provided directly or through contract by the district;

Continue to develop and integrate school-based support services for children and youth throughout the district and in coordination with Neighborhood place;

Participate with the Sabine Children and Youth Services Planning Board (C&YSPB) , designated as the local Neighborhood Place Community Council in keeping with the Boards mission to develop a full continuum of care for children, youth and families within the parish;

Provide accurate data on services provided as well as unmet needs as part of the Neighborhood Place program evaluation component;

Provide startup costs of \$180,000 for renovation and purchase of both sites;

Provide funding for ongoing annual operational cost of \$115,000; and

Provide ongoing annual in-kind support of \$180,000.

**Sabine OCS:**

Provide one caseworker full time to be flexed between the Neighborhood Place sites;

Integrate contracted services such as Family Resource Center, VOA, transportation and other support services as part of individual family plans as indicated by Neighborhood Place family staffing;

Actively participate in the local Community Council (C&YSPB); and

Provide accurate data on services provided and unmet needs as part of the program evaluation component.

**Sabine OFS:**



Provide Family Assistance staff to co-locate in the two Neighborhood Place sites, ratio to be determined by need;

Make available other OFS contracted or provided services to the Neighborhood Place Sites' caseloads;

Provide accurate data on services provided and unmet needs as part of the program evaluation component; and

Actively participate in the local Community Council (C&YSPB).

#### **LRS Region VII:**

Assist persons with disabilities in their desire to obtain or maintain employment.

Provide one vocational rehabilitation counselor one-half a day each week at each site to meet with potential consumers;

Provide information on LRS and the services available to persons with disabilities and transition students; and

Actively participate in the local Community Council (C&YSPB).

#### **Ongoing System Development and Operations**

Partners will continue to plan, develop, implement and support on-going efforts of Neighborhood Place sites by having on-going contact with the State Leadership Team, Local Implementation Team, staff and reviewing feedback forms from customers.

#### **Service Period**

The effective date of this agreement is May 1, 2009 – April 30, 2014.

#### **Terms of MOU**

Any alterations, variations, modifications or waiver of provisions of this MOU shall be valid only when reduced to writing, duly signed, and attached to the original of this MOU. Amendments to this MOU may be made upon written agreement of the signatories.

#### **Termination**

Both parties agree to give at least thirty (30) days' written notice to other if it becomes necessary to terminate this MOU. The MOU can be immediately terminated by either

party, if it is determined by either of the co-signers of this MOU that any provision of this MOU cannot be fulfilled because of the legal or regulatory reasons.

#### **Execution**

For the faithful performance of the terms of this MOU, the parties, by their authorized representatives in their capacities as stated, affix their signatures and agree to be bound by the provisions hereof. This MOU is effective when signed by the Secretary of the Department of Social Services, and the Superintendent of Sabine Parish Schools.

#### **Authority and Signatures**

##### **Approved:**

##### **Louisiana Department of Social Services**

\_\_\_\_\_  
Kristy H. Nichols  
Secretary of DSS

\_\_\_\_\_  
Date

##### **Sabine Parish School District**

\_\_\_\_\_  
Dorman Jackson, Superintendent  
Sabine Parish Schools

\_\_\_\_\_  
Date

**MEMORANDUM OF UNDERSTANDING BETWEEN  
THE SABINE PARISH SCHOOL BOARD  
AND  
THE LOUISIANA WORKFORCE COMMISSION**

This Memorandum of Understanding (MOU) is entered into by the Louisiana Workforce Commission (LWC), relative to cost and service delivery at Neighborhood Place.

**Mission, Guiding Principles, Goals and Principles of Collaboration**

**Mission**

Neighborhood Place works with communities to provide blended and accessible health, education, employment and human services that support children and families in their progress toward self-sufficiency.

**Guiding Principles**

- Support community human service endeavors that transcend and strengthen the mission of any single agency.
- Recognize that collaboration occurs among people, not among institutions.
- Encourage agencies to fully cooperate through productive dialogue and action that dissolves barriers and advances effective service delivery.
- Promote a commitment to collaboration at all levels of participating organizations.
- Acknowledge the diversity of both the community and the providers.
- Recognize and address the obstacles local agencies, organizations or institutions will face in this process.
- Instill mutual accountability among all participating organizations measured by qualitative and quantitative data.
- Promote maximization of state general fund investments and increase the state's return on investments.

**Goals**

Jointly, the parties to this *Memorandum of Understanding* agree to work together to:

1. Establish broad parameters that guide and help to support the development of Neighborhood Place Sites eliminating duplication of services and providing better outcomes for the children and families of Louisiana.
2. Identify state or local level policies, procedures and or practices that inhibit the implementation of Neighborhood Place sites and develop strategies to address barriers.
3. Seek innovative approaches for improving program performance. (This speaks to

number 2)

4. View the Neighborhood Place as an integral part of how the State provides comprehensive services designed to meet Louisiana's vision of supporting citizens to become self-sufficient.

#### Principles of Collaboration

1. Improve access to services near where people live.
2. Provide multiple services in one location.
3. Build relationships to solve problems and strengthen responses.
4. Make connections with people who live and work in neighborhoods.
5. Work together in teams to place the needs of families above agency or procedural concerns.
6. Work with families as partners by utilizing family team meetings.
7. Respect and value families from initial greeting to closure.
8. Involve neighborhood residents in decision making as members of Neighborhood Place Community Councils, the Managing Board and other advisory groups.
9. Recognize the diversity of communities as well as the diversity of service providers.

#### **I. Background**

In 2003, the Louisiana legislature passed Act 1225, the Juvenile Justice Reform Act. This legislative act provided a framework for reforming and restructuring Louisiana's juvenile justice system. The legislation led to the closure of the state juvenile correctional center in Madison. Act 555, passed during the 2004 legislative session, requiring state agencies to develop a regional plan for the comprehensive delivery of services to children and families. It also mandates that the state's 41 judicial districts establish parish Children and Youth Planning Boards to assist in the assessment, alignment, coordination, prioritization and measurement of all available services and programs to address the needs of children and youth. Act 555 states that local planning boards will provide for "the preparation of a comprehensive plan for the development, implementation and operation of services for children and youth."



In the 2003 Regular Legislative Session, the Louisiana Legislature directed the Department of Social Services to develop an integrated service delivery system to meet the needs of clients. In November of 2007, leaders from the Louisiana Department of Social Services, together with community leaders, judges, and legislators, visited Louisville. The intent was to observe the approach of a select number of Kentucky's service delivery models, designed to address child welfare.

On April 17, 2008, the first meeting of the NP Senior State Leadership Group, (inclusive of the Department of Health and Hospitals, the Louisiana Workforce Commission, the Department of Education, the Office of Juvenile Services, and the Department of Social Services) was held to develop a comprehensive plan for a "seamless" system of service delivery for Louisiana. On July 8, 2008, Governor Bobby Jindal signed Act 775, representing the required legislation to launch the Neighborhood Place Program in Louisiana.

## **II. Liaison Officials**

The primary point of contact, who shall function as the lead liaison for all services described in this MOU is Dorman Jackson, Superintendent Sabine Parish School Board. Contact information is P. O. Box 1079, Many, LA 71449, (318) 256-9228, and [djackson@sabine.k12.la.us](mailto:djackson@sabine.k12.la.us).

The primary point of contact, who shall function as the lead liaison for all services described in this MOU for LWC is Fredell Butler, WIA/Wagner-Peyser Act Manager. Contact information is Louisiana Workforce Commission, 1001 North 23<sup>rd</sup> Street, Post Office Box 94094, Baton Rouge, LA (225) 342-8753, and email [fbutler@lwc.la.gov](mailto:fbutler@lwc.la.gov).

## **III. NP Service**

This program initiative meets NP Services as required by Act 775, and in accordance with Acts 1225 and 555.

## **IV. Program Description**

The purpose of the MOU is to identify and coordinate agency resources to create a seamless, customer-friendly system that addresses the needs of Louisiana's citizens by offering comprehensive, accessible, blended services. This MOU establishes commitments, shared values, joint processes and procedures to develop a plan of operation with state-level Neighborhood Place Partners, local partners and to support extensive planning, collaboration, and coordination toward providing a system of service delivery in Louisiana.

**V. Performance Indicators**

While it is understood that it will take at least a year of operation to get a true picture of the needs of children, youth and families in Sabine Parish as measured by the participating agencies and NP Staff, the following performance indicators will serve as a baseline on which to build a more accurate profile to be used in subsequent years to meet the ongoing and unmet needs of the parish:

- Reduce unemployment rate by 1%.

**VI. Cost Allocation**

Each Neighborhood Place Partner (NPP) is responsible for providing the core services applicable to its program(s) at the Neighborhood Place site as needed. Partners will define the specific core services that are applicable to its programs, levels of commitment, state-level guidance for funding, and expected outcomes. It is mutually agreed that all agency partners will support the operating expenses of Neighborhood Place with a fair share concept based on the amount of time staff is domiciled at NP.

**VII. Confidentiality Statement**

The Sabine Parish School Board shall abide by the Federal and State laws and regulations concerning confidentiality which safeguard information and the participant's confidentiality (42 U.S.C. 602 and LA. R.S. 46:56) to the extent allowed by federal and state law. DSS/DHH/DOE/OJS and Workforce Commission will further abide by all Federal and State laws and regulations as they relate to data sharing of pertinent information for performance accountability and program evaluation purposes.

**VIII. Responsibilities**

Participants of the MOU agree jointly to coordinate and perform the activities and services described herein within the scope of legislative and federal requirements governing the parties' respective programs, services and agencies. Agencies will provide technical assistance in support of agency and local partners.

**A. LWC shall:**

1. Allocate necessary staffing positions and associated funding to operate NP based on documented need.
2. Develop and provide staff with the training necessary to operate a Neighborhood Place Site.

3. Ensure communication, collaboration and cooperation between state, regional and local agencies and their community partners in regard to the successful operation of NP
4. Dedicate specific staff to work toward sustainability by seeking grants and entitlements to be used to sustain and institutionalize the NP model.
5. Provide \$4,240.12 as the agency's portion of cost

**B. NP PARTNER AGENCIES (DSS/ DHH /DOE /OJS AND LWC) shall:**

1. Provide core services as needed through the Neighborhood Place sites or in close proximity;
2. Designate a state and local contact person to participate in planning discussions regarding Neighborhood Place implementation and support;
3. Participate in state, regional and local level discussions on policy issues affecting the Neighborhood Place site including facilities, leasing, privacy, confidentiality, service coordination evaluation and data-sharing;
4. Participate in the development of an integrated intake/assessment, case management, service delivery and referral process between parties;
5. Acknowledge each required state partners' obligation to contribute its fair share to meet needs of the Neighborhood Place sites; recognizing that all partners will continue to be subject to statutory and regulatory funding limitations and requirements regarding allowable costs in each program.

**C. Specific deliverables from Agency participants are as follows:**

**Sabine Parish School Board Deliverables**

1. Provide space, utilities, maintenance, and renovation for two NP sites in Sabine Parish.
2. Provide local leadership for the implementation of the NP model in Sabine.
3. Provide Site-based Manager and Intake Specialists positions for each site.

4. Provide administrative support, personnel administration, clinical and program supervision for the sites and staff provided directly or through contract by the district.
5. Continue to develop and integrate school-based support services for children and youth throughout the district and in coordination with Neighborhood place.
6. Participate with the Sabine Children and Youth Services Planning Board (C&YSPB) , designated as the local NP Community Council in keeping with the Boards mission to develop a full continuum of care for children, youth and families within the parish.
7. Provide accurate data on services provided as well as unmet needs as part of the NP program evaluation component.
8. Provide startup costs of \$180,000 for renovation and purchase of both sites.
9. Fund ongoing annual operational cost of \$115,000.
10. Provide ongoing annual in-kind support of \$180,000.

#### **Louisiana Workforce Commission**

1. Advise all referred NP clients regarding education, training and employment options.
2. Survey all referred NP clients to link them with appropriate vocational and educational opportunities
3. Provide work ready training to all eligible NP clients to include Work Keys testing and training.
4. Local OPH staff to actively participate in Family Staffings as needed.
5. Actively participate in the local Community Council (C&YSPB)

#### **IX. Ongoing System Development and Operations**

Partners will continue to plan, develop, implement and support on-going efforts of Neighborhood Place sites by having on-going contact with the State Leadership Team, Local Implementation Team, staff and reviewing feedback forms from customers.

#### **X. Terms of MOU**

Any alterations, variations, modifications or waiver of provisions of this MOU shall be valid only when reduced to writing, duly signed, and attached to the original of this MOU. Amendments to this MOU may be made upon written agreement of the signatories.

#### **XI. Termination**



Both parties agree to give at least thirty (30) days' written notice to other if it becomes necessary to terminate this MOU. The MOU can be immediately terminated by either party, if it is determined by either of the co-signers of this MOU that any provision of this MOU cannot be fulfilled because of the legal or regulatory reasons.

**XII. Execution**

For the faithful performance of the terms of this MOU, the parties, by their authorized representatives in their capacities as stated, affix their signatures and agree to be bound by the provisions hereof. This MOU is effective when signed by the Superintendent of Sabine Parish Schools and the Executive Director of Workforce Commission.

**XIII. Authority and Signatures**

**Signatures:**

**Approved:**

**Louisiana Workforce Commission**



Tia Edwards  
Executive Director Workforce Commission

**Sabine Parish School Board**

  
Dorman Jackson, Superintendent  
Sabine Parish Schools

**MEMORANDUM OF UNDERSTANDING BETWEEN  
THE SABINE PARISH SCHOOL BOARD  
AND  
THE LOUISIANA DEPARTMENT OF EDUCATION**

This Memorandum of Understanding (MOU) is entered into by the Department of Education (DOE) and the Sabine Parish School Board relative to cost and service delivery at Neighborhood Place.

**Mission, Guiding Principles, Goals and Principles of Collaboration**

**Mission**

Neighborhood Place works with communities to provide blended and accessible health, education, employment and human services that support children and families in their progress toward self-sufficiency.

**Guiding Principles**

- Support community human service endeavors that transcend and strengthen the mission of any single agency.
- Recognize that collaboration occurs among people, not among institutions.
- Encourage agencies to fully cooperate through productive dialogue and action that dissolves barriers and advances effective service delivery.
- Promote a commitment to collaboration at all levels of participating organizations.
- Acknowledge the diversity of both the community and the providers.
- Recognize and address the obstacles local agencies, organizations or institutions will face in this process.
- Instill mutual accountability among all participating organizations measured by qualitative and quantitative data.
- Promote maximization of state general fund investments and increase the state's return on investments.

**Goals**

Jointly, the parties to this *Memorandum of Understanding* agree to work together to:

1. Establish broad parameters that guide and help to support the development of Neighborhood Place Sites, eliminating duplication of services and providing better outcomes for the children and families of Louisiana.
2. Identify state or local level policies, procedures and/or practices that inhibit the implementation of Neighborhood Place sites and develop strategies to address barriers.

3. Seek innovative approaches for improving program performance. (This speaks to number 2.)
4. View the Neighborhood Place as an integral part of how the State provides comprehensive services designed to meet Louisiana's vision of supporting citizens to become self-sufficient.

Principles of Collaboration

1. Improve access to services near where people live.
2. Provide multiple services in one location.
3. Build relationships to solve problems and strengthen responses.
4. Make connections with people who live and work in neighborhoods.
5. Work together in teams to place the needs of families above agency or procedural concerns.
6. Work with families as partners by utilizing family team meetings.
7. Respect and value families from initial greeting to closure.
8. Involve neighborhood residents in decision-making as members of Neighborhood Place Community Councils, the Managing Board and other advisory groups.
9. Recognize the diversity of communities as well as the diversity of service providers.

**I. Background**

In 2003, the Louisiana legislature passed Act 1225, the Juvenile Justice Reform Act. This legislative act provided a framework for reforming and restructuring Louisiana's juvenile justice system. The legislation led to the closure of the state juvenile correctional center in Madison. Act 555, passed during the 2004 legislative session, requires state agencies to develop a regional plan for the comprehensive delivery of services to children and families. It also mandates that the state's 41 judicial districts establish parish Children and Youth Planning Boards to assist in the assessment, alignment, coordination, prioritization and measurement of all available services and programs to address the needs of children and youth. Act 555 states that local planning boards will provide for "the preparation of a comprehensive plan for the development, implementation and operation of services for children and youth."

In the 2003 Regular Legislative Session, the Louisiana Legislature directed the Department of Social Services to develop an integrated service delivery system to meet the needs of clients. In November of 2007, leaders from the Louisiana Department of Social Services, together with community leaders, judges, and legislators, visited Louisville. The intent was to observe the approach of a select number of Kentucky's service delivery models, designed to address child welfare.

On April 17, 2008, the first meeting of the NP Senior State Leadership Group, (inclusive of the Department of Health and Hospitals, the Louisiana Workforce Commission, the Department of Education, the Office of Juvenile Services, and the Department of Social Services) was held to develop a comprehensive plan for a "seamless" system of service delivery for Louisiana. On July 15, 2008, Governor Bobby Jindal signed Act 755, representing the required legislation to launch the Neighborhood Place Program in Louisiana.

## **II. Liaison Officials**

The primary point of contact, who shall function as the lead liaison for all services described in this MOU is Dorman Jackson, Superintendent Sabine Parish School Board. Contact information is P. O. Box 1079, Many, LA 71449, (318) 256-9228, and [djackson@sabine.k12.la.us](mailto:djackson@sabine.k12.la.us).

The primary point of contact, who shall function as the lead liaison for all services described in this MOU for DOE is Donna Nola-Ganey, Assistant Superintendent in the Department of Education's Office of School and Community Support. Contact information is P. O. Box 94064, Baton Rouge, LA 70804, (225) 342-3900, and [donna.ganey@la.gov](mailto:donna.ganey@la.gov).

## **III. NP Service**

This program initiative meets NP Services as required by Act 775, and in accordance with Acts 1225 and 555.

## **IV. Program Description**

The purpose of the MOU is to identify and coordinate agency resources to create a seamless, customer-friendly system that addresses the needs of Louisiana's citizens by offering comprehensive, accessible, blended services. This MOU establishes commitments, shared values, joint processes and procedures to develop a plan of operation with state-level Neighborhood Place Partners, local partners and to support extensive planning, collaboration, and coordination toward providing a system of service delivery in Louisiana.



#### **V. Performance Indicators**

While it is understood that it will take at least a year of operation to get a true picture of the needs of children, youth and families in Sabine Parish as measured by the participating agencies and NP Staff, the following performance indicators will serve as a baseline on which to build a more accurate profile to be used in subsequent years to meet the ongoing and unmet needs of the parish:

- Reduce out-of-school suspension rates by 5%
- Increase school attendance rates by 5%
- Increase school ranking by 2 points
- Reduce the number of children and youth out-of-home placements by 5%
- Decrease the number of pre-K through 8th grade school children unsupervised after school and in summer by 5%

#### **VI. Cost Allocation**

Each Neighborhood Place Partner (NPP) is responsible for providing the core services applicable to its program(s) at the Neighborhood Place site as needed. Partners will define the specific core services that are applicable to its programs, levels of commitment, state-level guidance for funding, and expected outcomes. It is mutually agreed that all agency partners will support the operating expenses of Neighborhood Place with a fair share concept based on the amount of time staff is domiciled at NP. Note that the Sabine Parish School Board operates as the local representative for the Department of Education.

#### **VII. Confidentiality Statement**

The Sabine Parish School Board shall abide by the federal and state laws and regulations concerning confidentiality which safeguard information and the participant's confidentiality (42 U.S.C. 602 and L.A. R.S. 46:56) to the extent allowed by federal and state law. DOE will further abide by all Federal and State and laws and regulations as they relate to data sharing of pertinent information for performance accountability and program evaluation purposes.

#### **VIII. Responsibilities**

Participants of the MOU agree jointly to coordinate and perform the activities and services described herein within the scope of legislative and federal requirements governing the parties' respective programs, services and agencies. Agencies will provide technical assistance in support of agency and local partners.



**A. DOE shall:**

1. Develop and provide staff with the training necessary to operate a Neighborhood Place Site.
2. Ensure communication, collaboration and cooperation between state, regional and local agencies and their community partners in regard to the successful operation of NP
3. Dedicate specific staff to work toward sustainability by seeking both grants and entitlements to be used to sustain and institutionalize the NP model.

**B. NP PARTNER AGENCIES (DSS /DHH / DOE / OJS AND LWC) shall:**

1. Provide core services as needed through the Neighborhood Place sites or in close proximity;
2. Designate a state and local contact person to participate in planning discussions regarding Neighborhood Place implementation and support;
3. Participate in state, regional and local level discussions on policy issues affecting the Neighborhood Place site including facilities, leasing, privacy, confidentiality, service coordination evaluation and data-sharing;
4. Participate in the development of an integrated intake/assessment, case management, service delivery and referral process between parties;
5. Acknowledge each required state partner's obligation to contribute its fair share to meet needs of the Neighborhood Place sites; recognizing that all partners will continue to be subject to statutory and regulatory funding limitations and requirements regarding allowable costs in each program. Note that the Sabine Parish School Board operates as the local representative for the Department of Education.

**C. Specific deliverables from Agency participants are as follows:**

**Sabine Parish School Board Deliverables**

1. Provide space, utilities, maintenance, and renovation for two NP sites in Sabine Parish.

2. Provide local leadership for the implementation of the NP model in Sabine.
3. Provide Site-based Manager and Intake Specialists positions for each site.
4. Provide administrative support, personnel administration, clinical and program supervision for the sites and staff provided directly or through contract by the district.
5. Continue to develop and integrate school-based support services for children and youth throughout the district and in coordination with Neighborhood place.
6. Participate with the Sabine Children and Youth Services Planning Board (C&YSPB), designated as the local NP Community Council in keeping with the Board's mission to develop a full continuum of care for children, youth and families within the parish.
7. Provide accurate data on services provided as well as unmet needs as part of the NP program evaluation component.
8. Provide startup costs of \$180,000 for renovation and purchase of both sites.
9. Fund ongoing annual operational cost of \$115,000.
10. Provide ongoing annual in-kind support of \$180,000.

#### **Louisiana Department of Education**

1. Participate as a member of the state leadership team to encourage continued system coordination and advocacy for the local education agency's role in implementing and managing the NP sites in Sabine Parish.
2. Continue to support LEA Initiatives funded through DOE that complement and provide resources to the Sabine NP sites.
3. Assist in providing accurate data used to measure performance indicators and identify needs of children, youth and families in Sabine Parish.
4. Actively participate in the local Community Council (C&YSPB).

#### **IX. Ongoing System Development and Operations**

Partners will continue to plan, develop, implement and support continuing efforts of Neighborhood Place sites by having constant contact with the State Leadership Team, Local Implementation Team and staff, as well as reviewing feedback forms from customers.

#### **X. Terms of MOU**

Any alterations, variations, modifications or waiver of provisions of this MOU shall be valid only when reduced to writing, duly signed, and

attached to the original of this MOU. Amendments to this MOU may be made upon written agreement of the signatories.

**XI. Termination**

Both parties agree to give at least thirty (30) days' written notice to the other if it becomes necessary to terminate this MOU. This MOU can be immediately terminated by either party, if it is determined by either of the co-signers of this MOU that any provision of this MOU cannot be fulfilled because of the legal or regulatory reasons.

**XII. Execution**

For the faithful performance of the terms of this MOU, the parties, by their authorized representatives in their capacities as stated, affix their signatures and agree to be bound by the provisions hereof. This MOU is effective when signed by the Superintendent of Education and the Superintendent of Sabine Parish Schools.

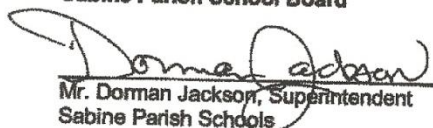
**XIII. Authority and Signatures**

**Approved:**

**Louisiana Department of Education**

  
Paul Pastorek  
Superintendent of Education

**Sabine Parish School Board**

  
Mr. Dorman Jackson, Superintendent  
Sabine Parish Schools

**MEMORANDUM OF UNDERSTANDING BETWEEN**  
**THE SABINE PARISH SCHOOL BOARD**  
**AND**  
**THE LOUISIANA OFFICE OF JUVENILE JUSTICE**

This Memorandum of Understanding (MOU) is entered into by the Office of Juvenile Justice (OJJ), relative to the Neighborhood Place (NP) program.

**Mission, Guiding Principles, Goals and Principles of Collaboration**

**Mission**

Neighborhood Place works with communities to provide blended and accessible health, education, employment and human services that support children and families in their progress toward self-sufficiency.

**Guiding Principles**

- Support community human service endeavors that transcend and strengthen the mission of any single agency.
- Recognize that collaboration occurs among people, not among institutions.
- Encourage agencies to fully cooperate through productive dialogue and action that dissolves barriers and advances effective service delivery.
- Promote a commitment to collaboration at all levels of participating organizations.
- Acknowledge the diversity of both the community and the providers.
- Recognize and address the obstacles local agencies, organizations or institutions will face in this process.
- Instill mutual accountability among all participating organizations measured by qualitative and quantitative data.
- Promote maximization of state general fund investments and increase the state's return on investments.

**Goals**

Jointly, the parties to this *Memorandum of Understanding* agree to work together to:

1. Establish broad parameters that guide and help to support the development of Neighborhood Place Sites eliminating duplication of services and providing better outcomes for the children and families of Louisiana.
2. Identify state or local level policies, procedures and or practices that inhibit the implementation of Neighborhood Place sites and develop strategies to address barriers.



3. Seek innovative approaches for improving program performance. (This speaks to Number 2.)
4. View the Neighborhood Place as an integral part of how the State provides comprehensive services designed to meet Louisiana's vision of supporting citizens to become self-sufficient.

#### Principles of Collaboration

1. Improve access to services near where people live.
2. Provide multiple services in one location.
3. Build relationships to solve problems and strengthen responses.
4. Make connections with people who live and work in neighborhoods.
5. Work together in teams to place the needs of families above agency or procedural concerns.
6. Work with families as partners by utilizing family team meetings.
7. Respect and value families from initial greeting to closure.
8. Involve neighborhood residents in decision-making as members of Neighborhood Place Community Councils, the Managing Board and other advisory groups.
9. Recognize the diversity of communities as well as the diversity of service providers.

#### **I. Background**

In 2003, the Louisiana legislature passed Act 1225, the Juvenile Justice Reform Act. This legislative act provided a framework for reforming and restructuring Louisiana's juvenile justice system. The legislation led to the closure of the state juvenile correctional center in Madison. Act 555, passed during the 2004 legislative session, requiring state agencies to develop a regional plan for the comprehensive delivery of services to children and families. It also mandates that the state's 41 judicial districts establish parish Children and Youth Planning Boards to assist in the assessment, alignment, coordination, prioritization and measurement of all available services and programs to address the needs of children and youth. Act 555 states that local planning boards will provide for "the preparation of a comprehensive plan for the development, implementation and operation of services for children and youth."



In the 2003 Regular Legislative Session, the Louisiana Legislature directed the Department of Social Services to develop an integrated service delivery system to meet the needs of clients. In November of 2007, leaders from the Louisiana Department of Social Services, together with community leaders, judges, and legislators, visited Louisville. The intent was to observe the approach of a select number of Kentucky's service delivery models, designed to address child welfare.

On April 17, 2008, the first meeting of the NP Senior State Leadership Group, (inclusive of the Department of Health and Hospitals, the Louisiana Workforce Commission, the Department of Education, the Office of Juvenile Services, and the Department of Social Services) was held to develop a comprehensive plan for a "seamless" system of service delivery for Louisiana. On July 15, 2008, Governor Bobby Jindal signed Act 775, representing the required legislation to launch the Neighborhood Place Program in Louisiana.

## **II. Liaison Officials**

The primary point of contact, who functions as the lead liaison for all services described in this MOU, is Dorman Jackson, Superintendent Sabine Parish School Board. Contact information is P. O. Box 1079, Many, LA 71449, (318) 256-9228, and [djackson@sabine.k12.la.us](mailto:djackson@sabine.k12.la.us).

The primary point of contact, who functions as the lead liaison for all services described in this MOU, for OJJ is Marilyn Goins-McCants, LCSW, Office of Juvenile Justice, Community and Family Liaison, 7919 Independence Blvd, Baton Rouge, Louisiana, 70806, (225) 287-7985 (work), (225) 276-6271 (cell), [Marilyn.McCants@la.gov](mailto:Marilyn.McCants@la.gov).

## **III. NP Service**

This program initiative meets NP Services as required by Act 775, and in accordance with Acts 1225 and 555.

## **IV. Program Description**

The purpose of the MOU is to identify and coordinate agency resources to create a seamless, customer-friendly system that addresses the needs of Louisiana's citizens by offering comprehensive, accessible, blended services. This MOU establishes commitments, shared values, joint processes and procedures to develop a plan of operation with state-level Neighborhood Place Partners, local partners and to support extensive planning, collaboration, and coordination toward providing a system of service delivery in Louisiana.

**V. Performance Indicators**

While it is understood that it will take at least a year of operation to get a true picture of the needs of children, youth and families in Sabine Parish as measured by the participating agencies and NP Staff, the following performance indicators will serve as a baseline on which to build a more accurate profile to be used in subsequent years to meet the ongoing and unmet needs of the parish:

- Reduce out of school suspension rates by 5%
- Reduce juvenile arrest and incarceration rates by 5%
- Reduce reported incidence of substance abuse in children and youth by 5%

**VI. Confidentiality Statement**

The Sabine Parish School Board shall abide by Federal and State laws and regulations concerning confidentiality which safeguard information and the participant's confidentiality (42 U.S.C. 602 and LA. R.S. 46:56) to the extent allowed by federal and state law. OJJ shall abide by all applicable Federal and State laws, regulations, policies, and procedures regarding confidentiality and rights of privacy.

**VII. Responsibilities**

Participants of the MOU agree jointly to coordinate and perform the activities and services described herein within the scope of state and federal requirements governing the parties' respective programs, services and agencies.

**A. Specific deliverables from each party are as follows:**

**Sabine Parish School Board Deliverables:**

1. Provide space, utilities, maintenance, and renovation for two NP sites in Sabine Parish.
2. Provide local leadership for the implementation of the NP model in Sabine.
3. Provide Site-based Manager and Intake Specialists positions for each site.
4. Provide administrative support, personnel administration, clinical and program supervision for the sites and staff provided directly or through contract by the district.

5. Continue to develop and integrate school-based support services for children and youth throughout the district and in coordination with Neighborhood place.
6. Participate with the Sabine Children and Youth Services Planning Board (C&YSPB) , designated as the local NP Community Council in keeping with the Boards mission to develop a full continuum of care for children, youth and families within the parish.
7. Provide accurate data on services provided as well as unmet needs as part of the NP program evaluation component.
8. Provide startup costs of \$180,000 for renovation and purchase of both sites.
9. Fund ongoing annual operational cost of \$115,000.
10. Provide ongoing annual in-kind support of \$180,000.

**Office of Juvenile Justice (Region 8-B) deliverables:**

1. One OJJ officer will be available 4 days per week as needed and will attend Family Staffings as needed.
2. Continue to support and integrate OJJ contracted services such as SPSB Academy, PALS, Project Celebration Counseling and other support services as part of individual family plans as indicated by NP Family Staffings.
3. Actively participate in the local Community Council (C&YSPB)
4. Provide accurate data on services provided and unmet needs as part of the program evaluation component.

**VIII. Ongoing System Development and Operations**

Partners will continue to plan, develop, implement and support on-going efforts of Neighborhood Place sites by having on-going contact with the State Leadership Team, Local Implementation Team, staff and reviewing feedback forms from customers.

**IX. Terms of MOU**

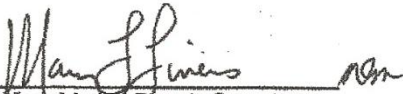
Any amendments, alterations, variations, modifications or waiver of provisions of this MOU shall be reduced to writing, duly signed by both parties, and attached to the original MOU.


**X. Termination**

This MOU can be terminated by either party with thirty days written notice. The MOU can be immediately terminated by either party if it is determined by either party that any provision of this MOU cannot be fulfilled due to legal or regulatory reasons.

**XI. Execution**

This MOU is effective upon signing by the Deputy Secretary of the Office of Juvenile Justice and the Superintendent of Sabine Parish Schools.

  
Dr. Mary Livers, Deputy Secretary  
Youth Services, Office of Juvenile Justice

  
Dorman Jackson, Superintendent  
Sabine Parish School Board



## APPENDIX B: SABINE PRESS RELEASE

BOBBY JINDAL  
GOVERNOR



ANN SILVERBERG WILLIAMSON  
SECRETARY

**State of Louisiana**  
Department of Social Services  
Office of the Secretary

### NEWS RELEASE

FOR IMMEDIATE RELEASE  
Aug. 7, 2008

Contact: Janice Lovett  
Public Information Officer 3  
(225) 342-4772  
jlovett@dss.state.la.us

#### **School Board Approves Sabine Parish To Host State's First Neighborhood Place**

BATON ROUGE – The Sabine Parish School Board has approved an agreement with the state that will allow the parish to serve as host for Louisiana's first Neighborhood Place, providing citizens in need with a centralized location for collaborative human services.

Appearing before the Board on behalf of a consortium of five state agencies committed to the implementation and success of Louisiana's Neighborhood Place were Deputy Secretary of the Department of Social Services Terri Ricks, and Rep. Frank Howard, R-Many, one of the bill's co-sponsors.

Created to better serve citizens in need, the Neighborhood Place legislation -- signed into law by Gov. Bobby Jindal as Act 775 of the 2008 Regular Legislature -- provides for collaborative and integrated service delivery by putting critical human services offered by state agencies and local service providers under one roof.

As required by Act 775, five state departments are working with communities and local service providers to implement Neighborhood Place: The Department of Education, the Department of Health and Hospitals, the Department of Social Services, the Louisiana Workforce Commission and the Office of Youth Development.

According to Ricks, Neighborhood Place uses a holistic approach that is proven to create better outcomes for families by offering a broad range of needed services, including student achievement services, child care assistance, Medicaid/LaCHIP, food stamps, workforce development, child welfare services and much more.

"When families visit Neighborhood Place, rather than traveling to multiple locations and receiving fragmented services, they will be offered the benefit of coordinated solutions," Ricks said.

The Board's approval comes on the heels of a visit to DSS state headquarters in Baton Rouge by Louisville Deputy Superintendent of Schools Marty Bell, known as the grandfather of Neighborhood Place in Kentucky. Louisiana is using the Kentucky program as a model.

- more -

627 N. Fourth Street, 8<sup>th</sup> Floor • Post Office Box 3776 • Baton Rouge, Louisiana 70821 • (225) 342-0286 • Fax (225) 342-8636  
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*Sabine Parish School Board approves Neighborhood Place, Add 1*

"We started Neighborhood Place in Kentucky as a means of improving the educational achievement of students in Louisville," Bell said. "It has achieved a 15-year track record of documented success."

During Bell's recent visit, he said students fail when families find themselves facing the challenges of truancy, financial instability from unemployment or underemployment, undependable child care and other social hurdles.

"I am very excited to watch Neighborhood Place grow in your state," Bell said. "It is gratifying to see Louisiana embrace a concept for delivering services that will help families and children experience safer, healthier and more self-sufficient lives."

Although the Sabine Parish site has not yet been identified, it is slated to open in the coming months -- making it the state's first operational Neighborhood Place. Additionally, construction already has been under way for a New Orleans site.

When renovations are completed in September 2009, Katrina-damaged Mahalia Jackson School in Central City will house a Neighborhood Place, along with a center for early childhood learning and family services.

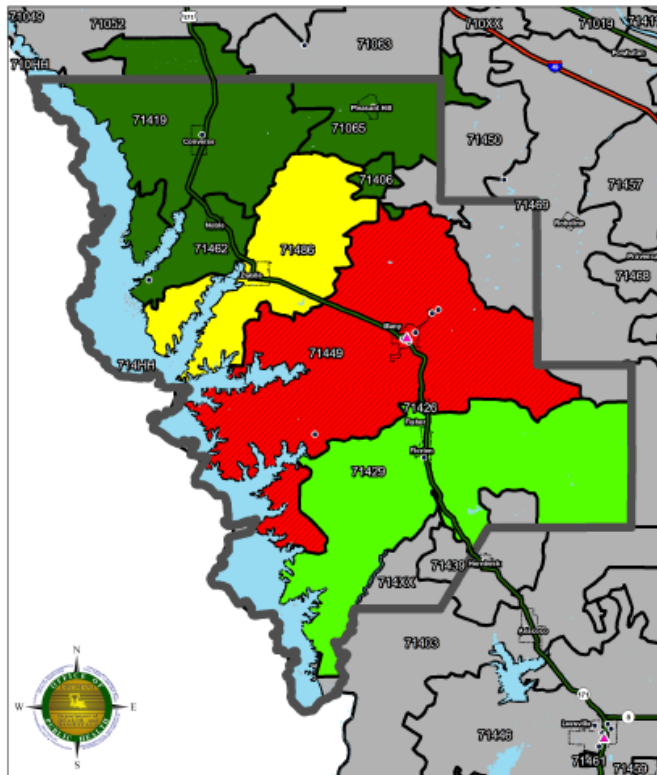
"Communities that see the benefit of delivering services in partnership with state agencies in order to create better outcomes for families, and who desire to host a site in available space, are considered ready for Neighborhood Place," Ricks said.

According to Ricks, the state group agreed to the partnership with the Sabine Parish School District because the district has demonstrated an extraordinary commitment to coordinating services and stakeholders in order to improve student achievement and better serve its children and their families.

-30-

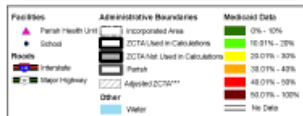
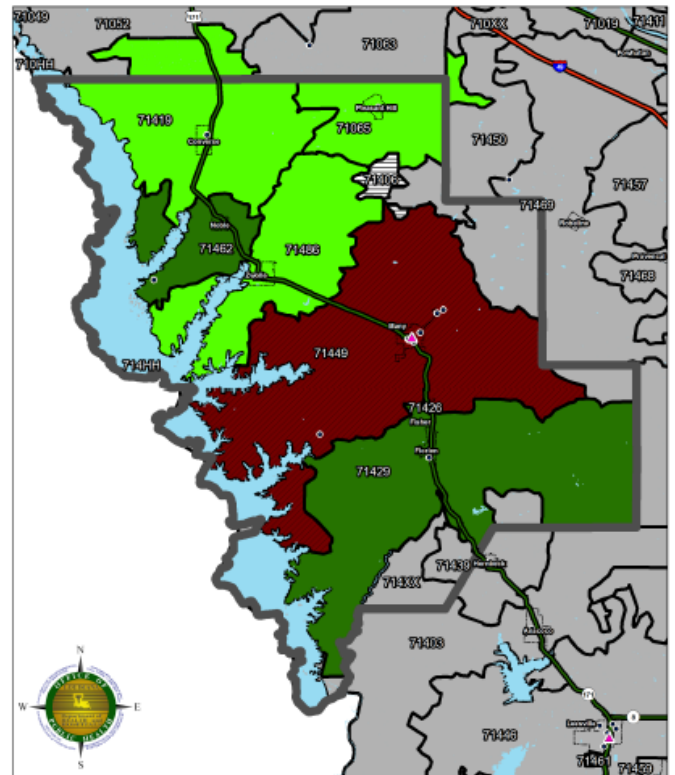
[www.dss.state.la.us](http://www.dss.state.la.us)

## Appendix C: Site Selection Maps for Sabine, Lafayette, and Baton Rouge



ZCTA	Eligible Medicaid Recipients: January, 2008	
	Number Provided	Adjusted Number*** (Percent of Selected Area)
71065	290	290 (5.6%)
71406	50	50 (1%)
71419	405	405 (7.8%)
71426	32	32 (0.6%)
71429	524	524 (10%)
71449	2126	2150 (41.4%)
71462	327	317 (6.3%)
71466	1433	1451 (27.4%)
<b>Total:</b>	<b>5185</b>	<b>5218 (100.1%)**</b>

Neighborhood Place Planning Map:  
Percentage of Eligible Medicaid Recipients in the  
Selected Area for Sabine Parish for January, 2008\*

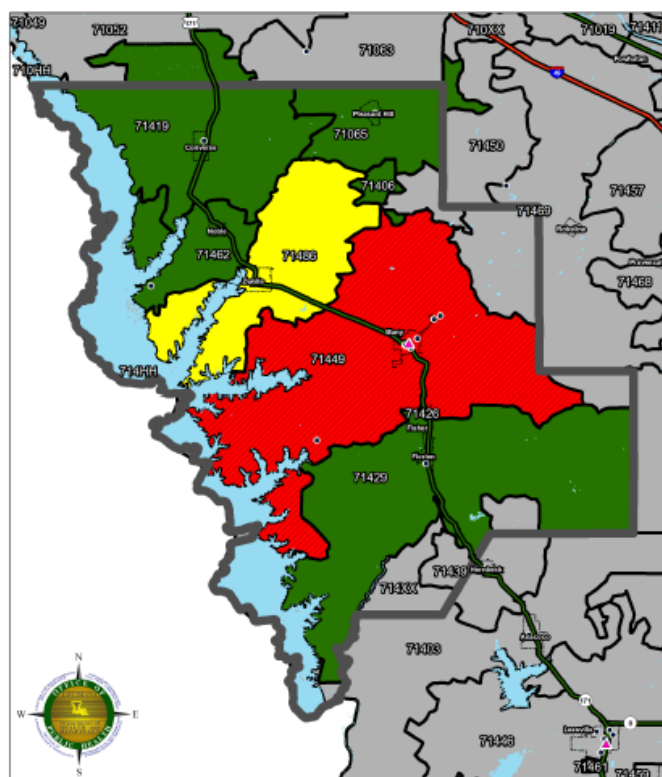
[illegible]

ZCTA	Dropouts for School Year 2005: Grades 7 - 12	
	Number Provided	Adjusted Number*** (Percent of Selected Area)
71005	5	5 (20.8%)
71406	No Data Provided	Not Used in Calculations
71419	6	6 (32.8%)
71426	No Data Provided	Not Used in Calculations
71429	1	1 (2.1%)
71449	20	24 (51.1%)
71462	5	5 (6.4%)
71466	0	0 (3.7%)
<b>Total:</b>	<b>48</b>	<b>47 (100%)**</b>

Neighborhood Place Planning Map:  
Percentage of Total Dropout Cases in the Selected Area  
for Sabine Parish (School Year 2006)\*

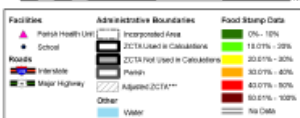


© Copyright February 2008 by the Louisiana Department of Health and Hospitals. Office of Public Health, Section of Epidemiology/Gastroenterology and Infectious Diseases (SEED) using data provided by the Louisiana Department of Education. The frequency of the indicators herein were computed by the CDC "Indicator View" (2007) and development of statistical analysis of the data. Only 25% that is contained in multiple pages is designated the "first" where the majority of the population is located and will be assigned a path to lead to the path in which the indicator is assigned. \*Percentage may not equal 100% due to rounding. SEED is using a "44" generally indicates a rate. SEED is using a "70" as an average range and are generally lower than 25 years old; where the 1-25 Group has the highest indicator to determine the best digital score. \*\*Available for the CDC has been updated to incorporate newly 25 Codes that will not be designated as corresponding (C23). Disclaimer: The Louisiana Department of Health and Hospitals, Office of Public Health, Section of Epidemiology/Gastroenterology and Infectious Diseases (SEED) cannot guarantee the accuracy of the information contained in these maps and expressly disclaims liability for errors and omissions in their contents.



ZCTA	Food Stamp Recipients: State Fiscal Year 2007	
	Number Provided	Adjusted Number*** (Percent of Selected Area)
71063	330	330 (6.6%)
71406	51	51 (3%)
71439	365	365 (7.3%)
71426	47	47 (3.3%)
71429	467	467 (8.5%)
71449	2084	2123 (42.4%)
71462	320	320 (6.4%)
71466	1225	1235 (23.5%)
<b>Total</b>	<b>4463</b>	<b>4463 (89.2%)</b>

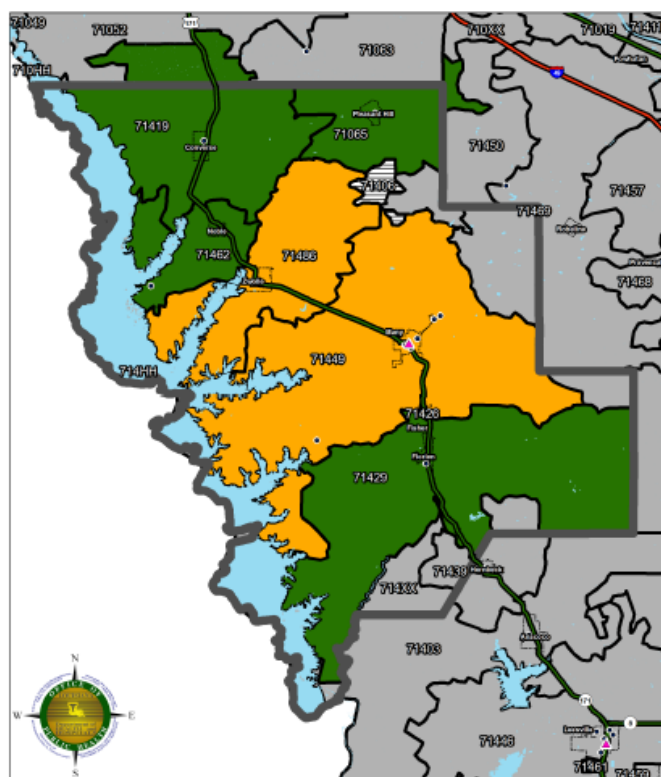
Neighborhood Place Planning Map:  
Percentage of Total Food Stamp Recipients in the  
Selected Area for Sabine Parish (State Fiscal Year 2007)\*



Map produced/Revised, 2008 by the Louisiana Department of Health and Hospitals, Office of Public Health, Section of Environmental Epidemiology and Toxicology (DEET) using data provided by the Louisiana Department of Social Services. The map and the information herein have been prepared by DEET for the purpose of illustrating the distribution and prevalence of the data. DEET has not conducted a multiple-pass audit to design the point where the majority of the population is located and will only use it patch-wise calculations for the point to which the location is designed. \*Percentage may not add due to rounding.

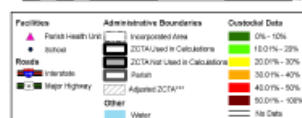
DEET is using a 100% generally industry standard area. DEET is using a 50% as a specific target and has generally larger than 25 square miles in the US Census but has sufficient information to determine the best digitization.

Revisions: The Louisiana Department of Health and Hospitals, Office of Public Health, Section of Environmental Epidemiology and Toxicology (DEET) issued guidance for the accuracy of the information contained in this map and the associated data. It is the responsibility of the user to ensure the accuracy of the information contained in this map and the associated data. It is the responsibility of the user to ensure the accuracy of the information contained in this map and the associated data.



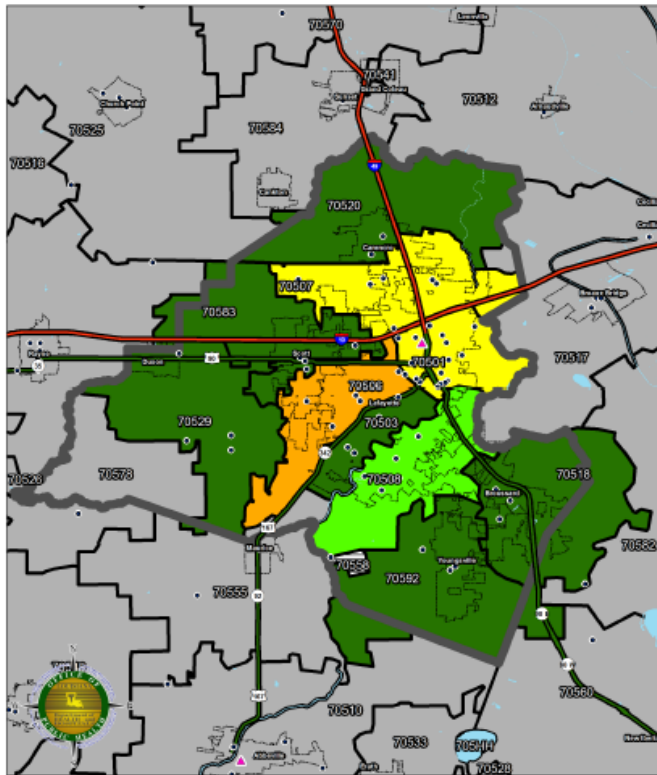
ZCTA	Youths in the Custody of the Office of Juvenile Justice: August 14, 2008	
	Number Provided	Adjusted Number*** (Percent of Selected Area)
71005	2	2 (5.7%)
71406	No Data Provided	Not Used in Calculations
71439	3	3 (6.0%)
71428	No Data Provided	Not Used in Calculations
71439	2	2 (6.6%)
71449	18	18 (87.1%)
71462	2	2 (5.7%)
71466	12	12 (34.3%)
Special	38	38 (100.0%)

Neighborhood Place Planning Map:  
Percentage of Children in State Custody in the  
Selected Area for Sabine Parish on August 14, 2008\*



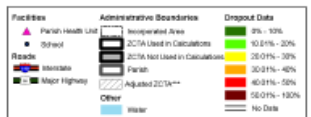
Map produced internally, 2019 by the Louisiana Department of Health and Hospitals, "Office of Public Health," Section of Epidemiology and Surveillance and Telehealth (SESH), using data provided by the Louisiana Department of Public Safety and Corrections. The frequency of the individual cases have been mapped by Zip Code. "Location" along the "X" and "Y" axis represents the longitude and latitude coordinates of the zip code. 25% of the total is contained in multiple zip codes, a designation that the population is scattered and within zip codes used in point-based calculations for the point to which facilities assigned. \*Percentage may not equal 100% due to rounding.



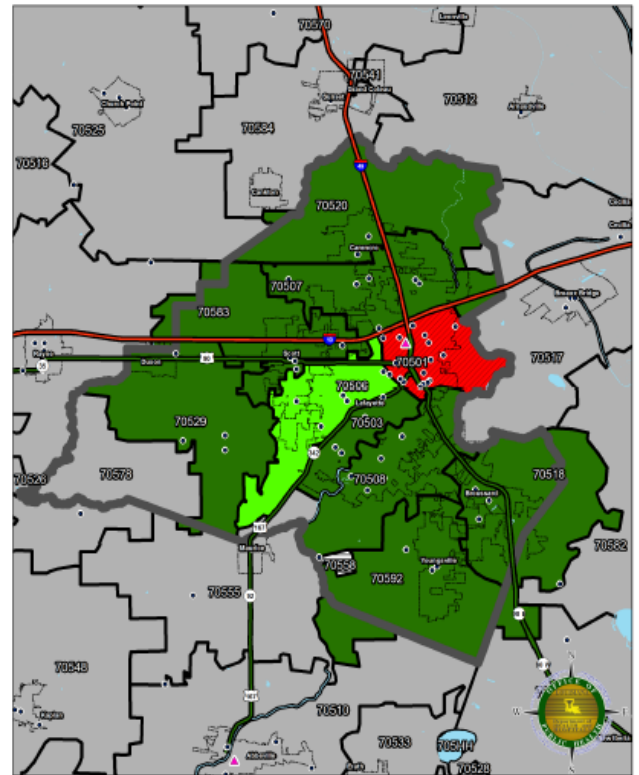


ZCTA	Dropouts for School Year 2006: Grades 7 - 12	
	Number Provided	Adjusted Number*** (Percent of Selected Area)
70501	179	179 (23.7%)
70503	13	13 (1.6%)
70506	267	267 (35.7%)
70507	163	163 (20.3%)
70508	117	117 (14.5%)
70516	22	22 (2.9%)
70520	4	4 (0.5%)
70529	6	6 (0.7%)
70558	No Data Provided	Not Used in Calculations
70563	1	1 (0.1%)
70592	3	3 (0.3%)
<b>Total:</b>	<b>865</b>	<b>805 (96.9%)**</b>

Neighborhood Place Planning Map:  
Percentage of Total Dropout Cases in the Selected Area  
for Lafayette Parish (School Year 2006)\*

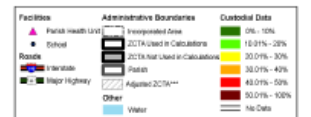


Map produced February, 2008 by the Louisiana Department of Health and Hospitals, Office of Public Health, Section of Environmental Epidemiology and Toxicology (DEET) using data provided by the Louisiana Department of Education.  
\*Percentage of the population in the selected area is based on the 2000 Census. The map shows the percentage of the population in the selected area who are in the selected area.  
\*\*The ZCTA is a statistical area used by the Census Bureau. It is not a political boundary and is not used for jurisdictional purposes.  
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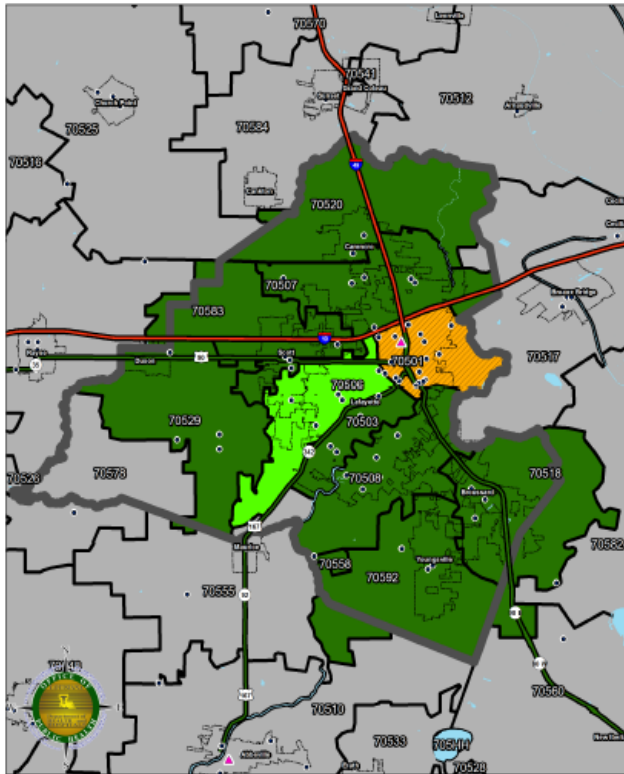
ZCTA	Youths in the Custody of the Office of: Juvenile Justice: August 14, 2008	
	Number Provided	Adjusted Number*** (Percent of Selected Area)
70501	103	103 (12.5%)
70503	5	5 (0.6%)
70506	32	32 (3.9%)
70507	22	22 (2.7%)
70508	8	8 (0.9%)
70516	8	8 (0.9%)
70520	18	18 (2.2%)
70529	6	6 (0.7%)
70558	No Data Provided	Not Used in Calculations
70563	32	32 (3.9%)
70592	8	8 (0.9%)
<b>Total:</b>	<b>220</b>	<b>221 (100%)**</b>

Neighborhood Place Planning Map:  
Percentage of Children in State Custody in the  
Selected Area for Lafayette Parish on August 14, 2008\*



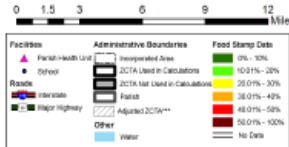
Map produced February, 2008 by the Louisiana Department of Health and Hospitals, Office of Public Health, Section of Environmental Epidemiology and Toxicology (DEET) using data provided by the Louisiana Department of Public Safety and Corrections.  
\*Percentage of the population in the selected area is based on the 2000 Census. The map shows the percentage of the population in the selected area who are in the selected area.  
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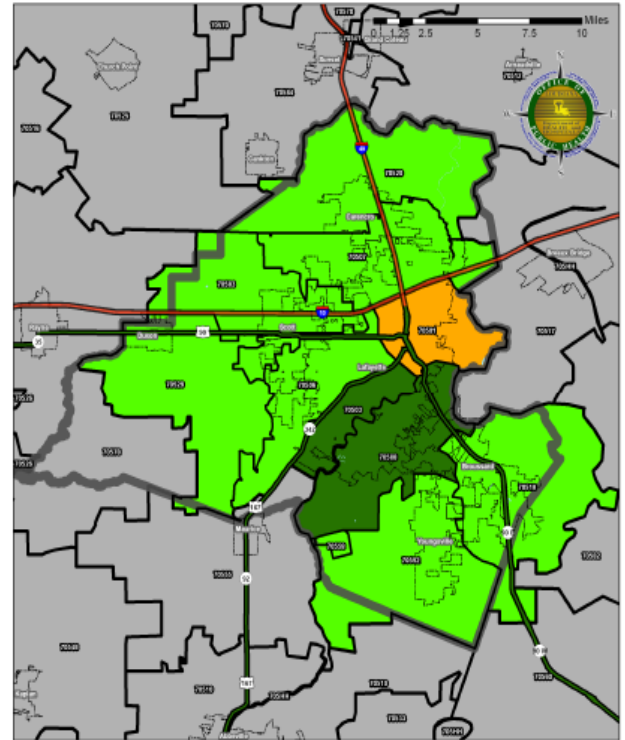


ZCTA	Food Stamp Recipients: State Fiscal Year 2007	
	Number Provided	Adjusted Number** (Percent of Selected Area)
70501	12581	11860 (15.8%)
70503	1213	1213 (3.7%)
70506	3037	3037 (15.2%)
70517	2637	2637 (8%)
70526	2135	2135 (8.4%)
70518	1361	1361 (4%)
70520	3299	3299 (10%)
70529	2166	2166 (6.5%)
70538	65	65 (0.2%)
70583	1953	1953 (5.9%)
70592	1425	1425 (4.3%)
<b>Total</b>	<b>51855</b>	<b>50396 (100%)**</b>

Neighborhood Place Planning Map:  
Percentage of Total Food Stamp Recipients in the  
Selected Area for Lafayette Parish (State Fiscal Year 2007)\*

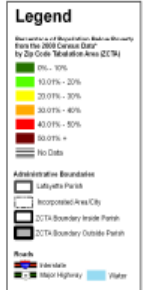


Map produced February, 2008 by the Louisiana Department of Health and Hospitals, Office of Public Health, Section of Environmental Epidemiology and Toxicology (EET) using data provided by the Louisiana Department of Social Services.  
\*Percentage of the population living below poverty by ZIP Code, based on 2000 Census data and the most recent available data for the year.  
\*\*ZCTA is a statistical area and is assigned to the parish where the majority of the population is located and where only used in parishwide calculations to the parish in which the location is assigned.  
\*\*\*Percentage of the total population living below poverty by ZIP Code, based on 2000 Census data and the most recent available data for the year.  
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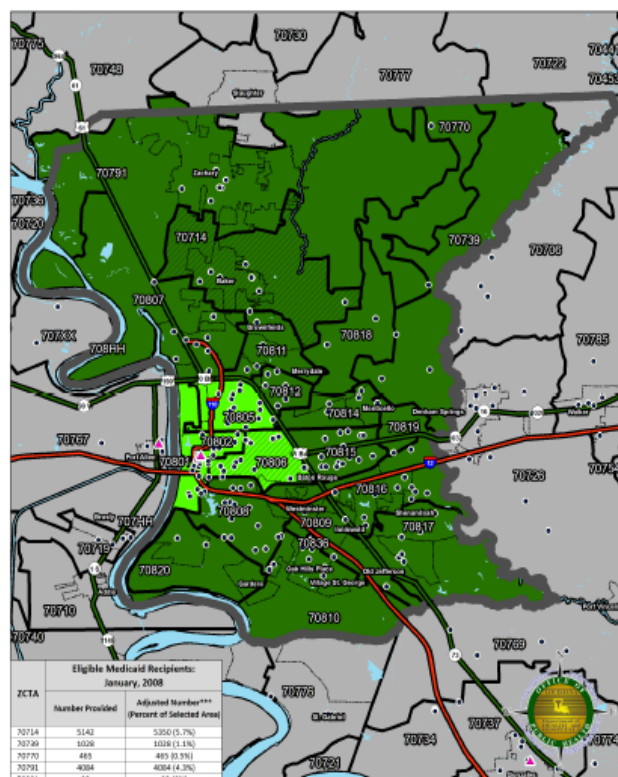
Lafayette Parish, Louisiana  
Percentage of People Living in Poverty, 2005\*\*  
Lafayette Parish: 17.1%  
Louisiana: 19.6%  
U.S.: 13.3%

ZCTA	Percent Below Poverty (2005)
70501	31%
70526	20%
70528	19%
70520	18%
70507	16%

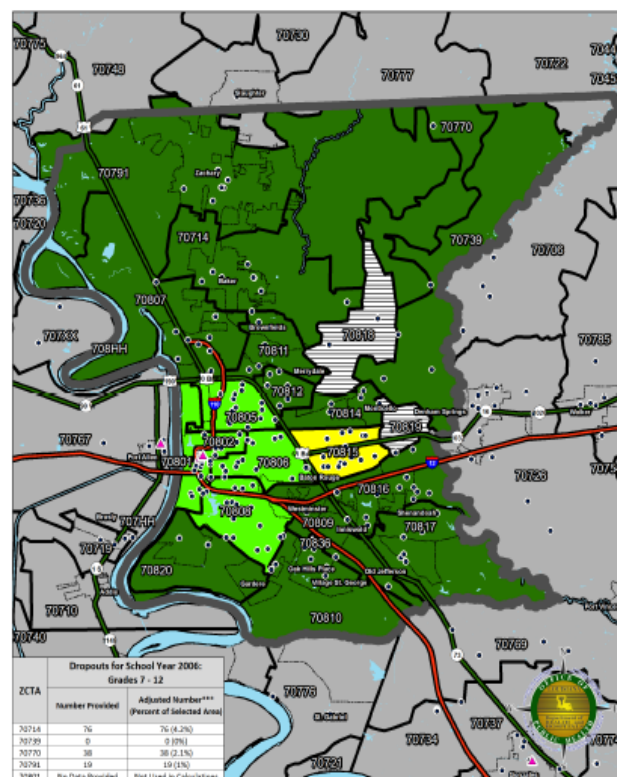
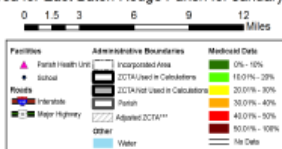


Neighborhood Place Planning Map:  
Percent of Population Below Poverty,  
by ZCTA, 2000 for Lafayette Parish\*

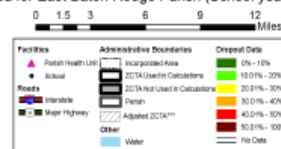
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Neighborhood Place Planning Map:  
Percentage of Eligible Medicaid Recipients in the Selected  
Area for East Baton Rouge Parish for January, 2008\*

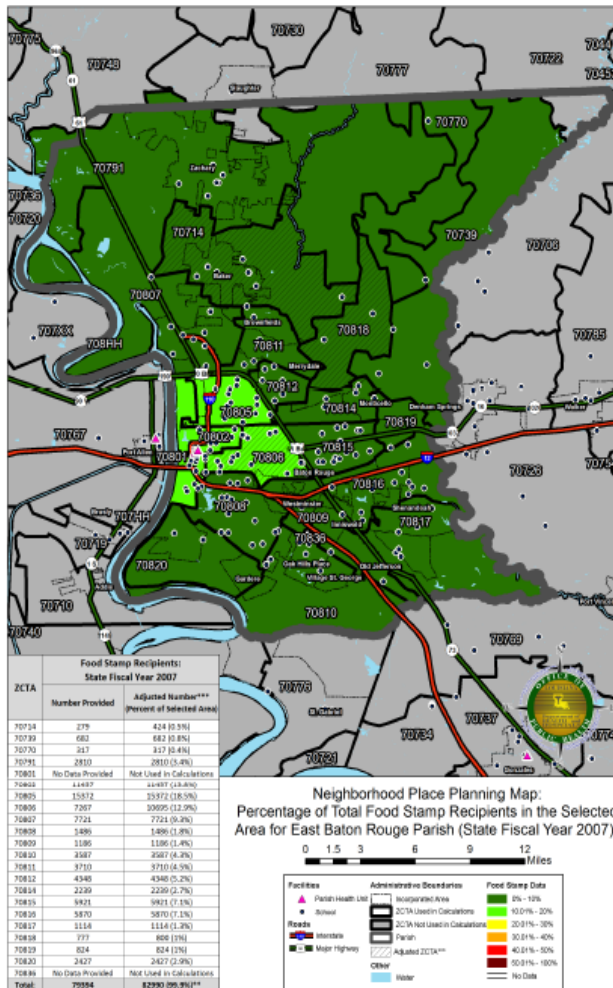


Neighborhood Place Planning Map:  
Percentage of Total Dropout Cases in the Selected  
Area for East Baton Rouge Parish (School Year 2006)\*

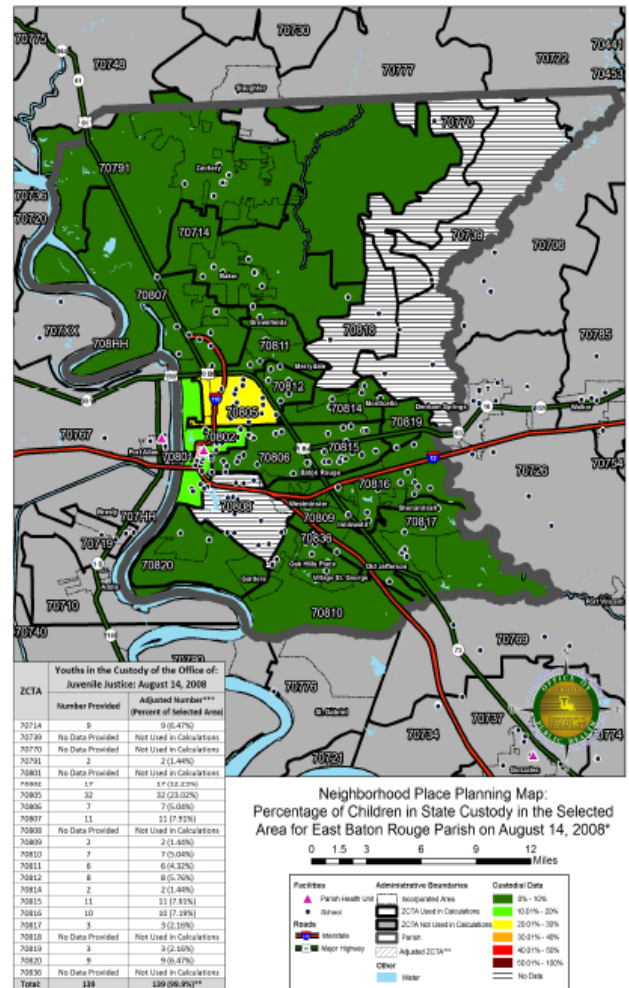


Map produced April 2008 by the Louisiana Department of Health and Hospitals, Office of Public Health, Section of Environmental Epidemiology and Tracking (SEET), using data provided by the Louisiana Department of Health and Hospitals.  
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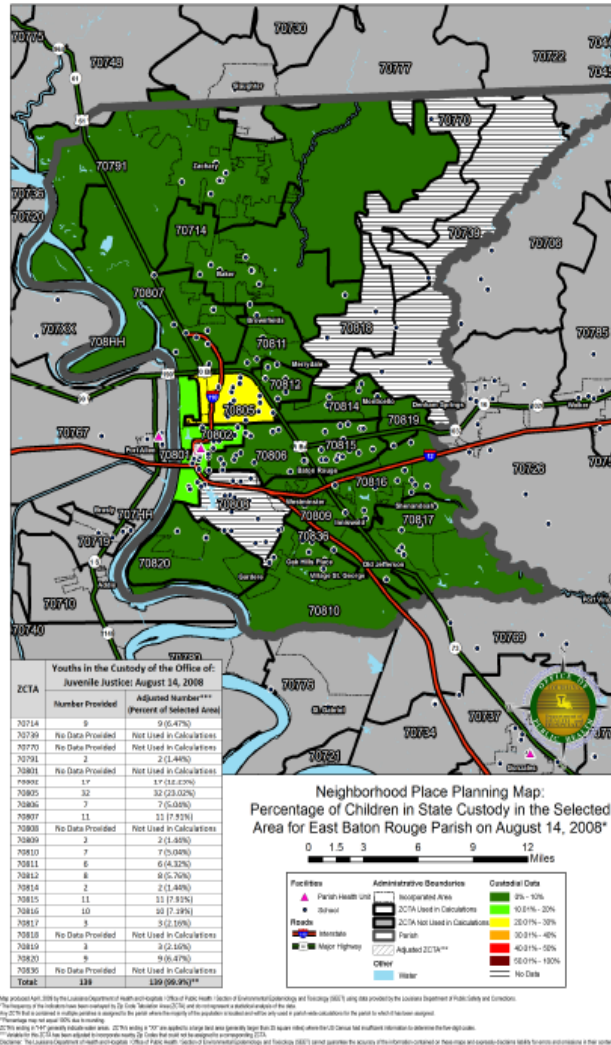
Map produced April 2008 by the Louisiana Department of Health and Hospitals, Office of Public Health, Section of Environmental Epidemiology and Tracking (SEET), using data provided by the Louisiana Department of Education.  
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Map produced April, 2008 by the Louisiana Department of Health and Hospitals - Office of Public Health - Section of Environmental Epidemiology and Toxicology (SEET) using data provided by the Louisiana Department of Social Services.  
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Map produced April, 2008 by the Louisiana Department of Health and Hospitals - Office of Public Health - Section of Environmental Epidemiology and Toxicology (SEET) using data provided by the Louisiana Department of Public Safety and Corrections.  
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## Business Plan

\* This document is currently being revised to reflect a Community Based Driven Model.

May 1, 2009



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## **CHAPTER 1**

### **Louisiana Neighborhood Place Background and Overview**

#### **No Wrong Door**

By Act No. 726 of the 2003 Regular Legislative Session, the Louisiana Legislature directed the Department of Social Services to develop an integrated service delivery system in order to meet the needs of our clients. In response to that directive, the “No Wrong Door” legislation was passed. The original intent was to address the educational needs of children parallel to providing comprehensive services for families. The goal of this initiative is to provide the full range of social services in a coordinated and seamless manner. Neighborhood Place is another tool that can be used to further the “No Wrong Door” initiative.

The model for Neighborhood Place was developed in Louisville, Kentucky. Before Neighborhood Place was created families who lived in different parts of Jefferson County and needed help had to travel to various locations, most downtown, to get the services they needed. They drove or took the bus to one building to apply for Food Stamps, Medicaid, or welfare benefits, another for health needs, one more for emergency financial needs, and still another to get help applying for jobs. None of the agencies formally knew what other services were being offered to the families.

In the early 1990’s, Jefferson County officials learned that the poverty rate for children younger than five years of age reached 35% for some areas. During the same period, the state legislature passed the Kentucky Education Reform Act (KERA), which established school-based Family Resource and Youth Services Centers. The traditional fragmented service system simply could not handle the volume of families needing services. In November 1993, the first prototype multi-service center – Neighborhood Place – opened to increase access to services. Kentucky measured outcomes for Neighborhood Place and has consistently proven that the strategy for a multi-service center works. Over the past four years there has been a steady decline of students who are identified as being at risk.

#### **The Mandate**

Act 775 of the 2008 Regular Session (Appendix #2) requires the development of a state leadership team to provide for a service integration delivery model in the state of Louisiana. It bestows the responsibility for creating the model to the cabinet level state leadership group of the following departments: Louisiana Department of Social Services, Louisiana Department of Health and Hospitals, Louisiana Department of Education, Louisiana Workforce Commission, and Louisiana Office of Juvenile Justice.

It establishes the guiding principles that must be followed as state leaders pursue and implement the community-based, integrated service delivery model. The legislation mandates the establishment of Neighborhood Place by July 2009, and directs state leaders to work in partnership with local governments, parents, community organizations and others in establishing Neighborhood Place sites.

## **State Partners**

Louisiana Department of Social Services  
Louisiana Department of Health and Hospitals  
Louisiana Department of Education  
Louisiana Office of Juvenile Justice  
Louisiana Workforce Commission

## **Community Partners**

Determined by the local Implementation Team

## **Louisiana's Design**

Within a Neighborhood Place, multiple organizations will have a staff presence and be able to extend their services or make appropriate referrals. The staff partners from various programs work together to attain the best solutions for the family's need. Shared workspace and partner commitment allow better operational practices and outcomes for families.

Through the use of a consent form, information will be shared among agencies working with applicants to improve outcomes. See Appendix section.

The model will:

- Be community-based and culturally appropriate
- Produce timely and effective interventions
- Be a targeted "Safety Net"
- Not be a "program" or a "pilot," but a culture
- Build grassroots partnerships
- Effectuate shared decision-making with clients

After learning about the Kentucky Neighborhood Place sites, Louisiana leaders began the work necessary to develop a Louisiana model. With the high poverty rate, educational needs of children and transportation challenges facing consumers, the State Leadership Team began to collaborate with local communities to develop the "one stop shop" approach. The "one stop shop" approach - Neighborhood Place - allows the state and community partners to provide assessable, blended and comprehensive services to meet the needs of citizens.

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## **Benefits of the Neighborhood Place Model**

### **Establishes Community Partnerships**

- Ideally located near community schools, the model addresses the leading barriers to children and youth succeeding in the educational environment
- Team-based collaborative problem solving among the agencies
- Undoing the traditional "silos" in which the agencies operate
- Allows for greater innovation in meeting the various needs of the community

## **Provides Comprehensive Services**

All services available through the integrated services model shall be comprehensive (screening, eligibility and assessment, full application, approval and referral, redeterminations).

## **Promotes Prevention and Intervention**

- Responsiveness in meeting the need is cost-effective
- Site staff will use their acquired skills to collectively work with families to set goals and formulate plans to achieve those goals
- Traditional fragmented service delivery becomes “the old way of doing business”
- “Get in quickly, and then get out” – maximizes the dollars and results while respecting the individual

## **Based on Values and Family Strengths**

- Demonstrates respect for the families we serve
- Empowers families and community networks to target self-sufficiency
- Managing complex issues with a family requires adaptation, adjustment, alteration and modification of traditional government-directed service delivery

## **Promotes Excellence**

- Best practice model of integrated service delivery
- Builds upon the investment of time and money to date

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## **Action Steps**

### **Preliminary Phase**

When a potential Neighborhood Place site is presented, the following steps must be taken to evaluate that site:

- 1) Feasibility study:
  - Medicaid enrollment rates
  - Unemployment rates
  - Drop out rates
  - Food Stamp enrollment rates
  - Poverty statistics
- 2) Assess the readiness of the community
  - Meet with community leaders
  - Investigate other public-private partnerships in that community

See Appendices for additional information on site selection.



## **Critical Success Factors**

### **Community Readiness**

Neighborhood Places will be established in communities where services are most needed and where they are accessible to public transportation when it is available.

The creation of a NP site in an area will be respectful to the work of the community's current human service providers.

A community must:

- See the benefit of doing business in this way
- Desire to host a site
- Deliver services as a NP partner, reaching the public and getting to outcomes collaboratively under these principles
- Have data showing that the need is compelling
- Possess adequate resources to support the employment of the site based manager, the intake worker and the actual facility

### **Staff Readiness**

Regional/Parish agency leaders are needed to provide input and leadership toward all aspects of the NP endeavors, including (but not limited to):

- Providing input on locations
- Deciding on service delivery areas
- Making staffing level decisions
- Reviewing/addressing administrative and programmatic matters
- Communications related matters

### **Client Awareness**

Thorough communication efforts are required to make citizens aware of the existence of a NP site and the services that are available in a particular site. The following efforts should be undertaken to assure this awareness:

- Advanced notice of change from parish office to NP be provided to citizens via media, signs, mail-outs, and visits to churches and community centers
- Community education and outreach

---

## **CHAPTER 2**

### **Mission, Goals, and Guiding Principles**

#### **Mission**

Neighborhood Place works with communities to provide blended and accessible health, education, employment and human services that support children and families in their progress toward self-sufficiency.

## Goals

- To actively pursue comprehensive services for families identified as “at-risk” and “in immediate need” of specified services through public and private partnerships
- To provide economic self-sufficiency among families who receive services
- To provide citizens with timely access to an array of health, education, employment and human services
- To deliver coordinated and timely services
- To operate in unison with communities and their citizens
- To improve the health and wellness of mothers and their babies who receive services
- To improve the level of student participation, suspensions, students at academic risk and attendance in school among children who receive services

## Guiding Principles

- Support community human service endeavors that transcend and strengthen any single agency’s mission.
  - Recognize that collaboration occurs among people, not among institutions.
  - Encourage agencies to fully cooperate through productive dialogue and action that dissolves barriers and advances more effective service delivery.
  - Promote a commitment to collaboration at every level of participating organizations.
  - Recognize the diversity of both the community to be served and the providers.
  - Recognize and address the obstacles local agencies, organizations or institutions will face in this process.
  - Instill mutual accountability among all participating organizations measured by qualitative and quantitative data.
  - Promote maximization of state general fund investments and increase the state’s return on investments.
- 

## CHAPTER 3

### Operational Strategy

#### Overview

The day-to-day operations of each Neighborhood Place will differ slightly depending on the needs of the community. A day-to-day operations manual is needed to aide in the coordination of the site and outline general operations and procedures. The manual will also include guidance on a code of conduct and policies and procedures for the Neighborhood Place site. The Neighborhood Place training will focus on creating a “culture” that encourages teamwork, respect, partnerships, coordination and collaboration.

## Cost Sharing

NP is a cost neutral effort on the part of the State of Louisiana to promote its services in a seamless manner. In many instances this may mean re-allocating funds to another location when employees are housed at a Neighborhood Place site.

## Community Council

Every Neighborhood Place must have a Community Council that gives general guidance about services that should be provided within a Neighborhood Place site. Councils consist of 15-21 people and are divided as follows:

- One-third reside in the service area
- One-third work in the area
- One-third of the members must have received or currently receive services

The role of the Community Council is to:

- Ensure that there are opportunities for resident and provider input in planning implementation, assessment and evaluation
- Seek opportunities for Neighborhood Place to collaborate with other providers in the area
- Ensure that services are respectful of families and the diversity they bring
- Help evaluate the Site Manager
- Assess programs
- Identify gaps in services

Please see Appendices for more information regarding the Community Council.

## Managing Board

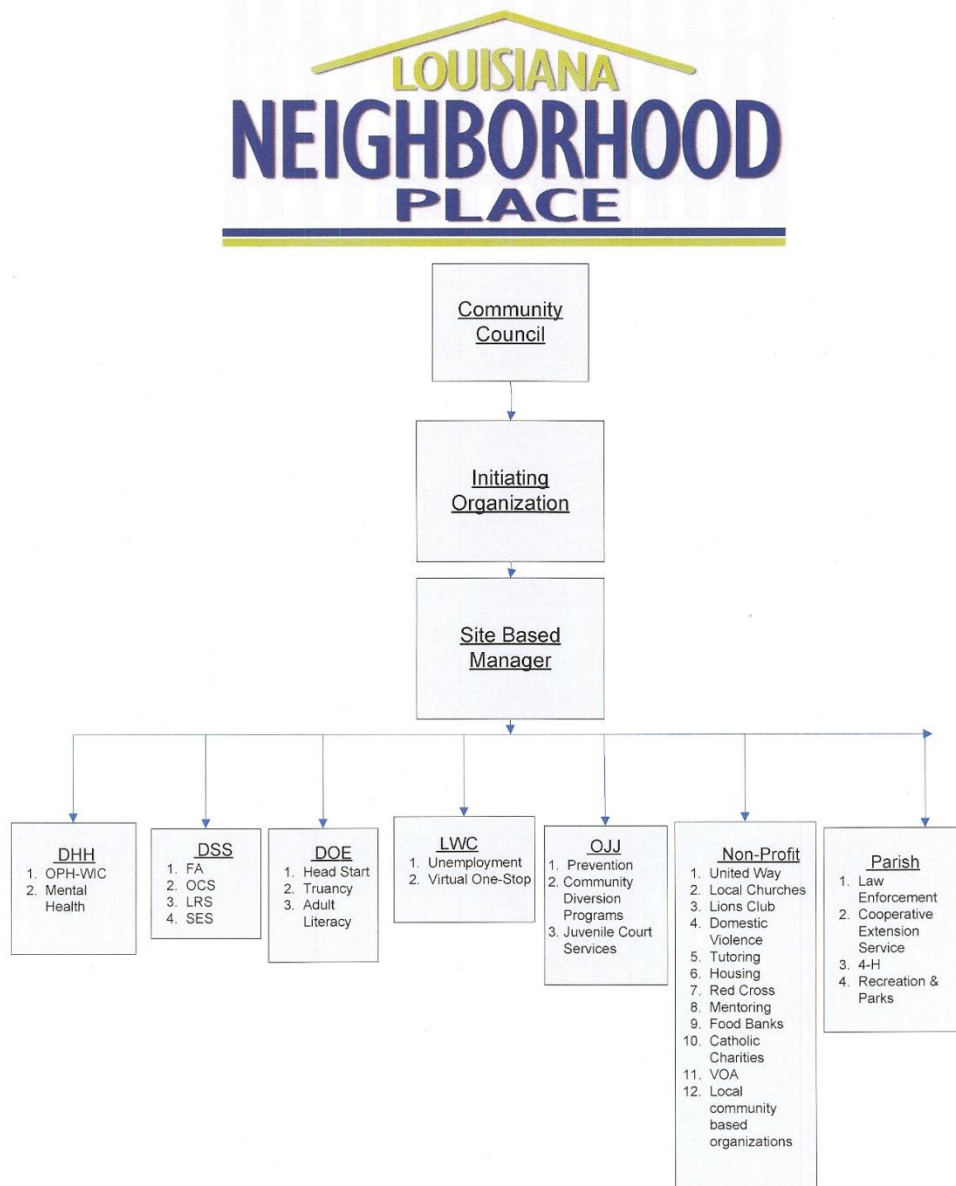
*The Kentucky Model has a Managing Board.* The Managing Board adopts community-wide goals for the network of Neighborhood Places and has the following responsibilities:

- Establish desired outcomes to evaluate the effectiveness of the centers; assures a consistent network of service delivery
- Identify issues that present barriers to self-sufficiency; assure on-going collaboration among multiple agencies
- Establish policies which produce a culturally sensitive, non-duplicative operation
- Coordinate and approve fund raising activities submitted by Community Councils
- Review and act on recommended changes to Community Council by-laws
- Partner agencies - each partner agency has a voting representative on the Managing Board.
- Community Council Representatives are voting members of the Managing Board. One member is elected by each Community Council to serve on the Board.

## Committees

- Neighborhood Place Implementation Subcommittee – a local team responsible for developing goals and plans for implementation of service delivery and allocating available resources to implement the plans for a particular site
- Neighborhood Place Information Technology Requirements Subcommittee - works to establish computerized linkages among partner agencies and centers, facilitates communication and information sharing, and supports data collection for evaluation
- Neighborhood Place Research and Evaluation Subcommittee - ensures appropriate data collection procedures, analyzes and reports on the data, and recommends indicators of progress toward established goals. In addition the committee assists with parish-wide and neighborhood assessments
- Neighborhood Place Communications Subcommittee - develops mechanisms to ensure on-going internal and external communication with NP constituencies
- Neighborhood Place Training and Curriculum Development Subcommittee- develops an interagency curriculum to meet long-term training needs of the NP staff
- Community Council – works as a leader and advocate for the community, promoting Neighborhood Place. The Council serves as a planner for long and short term goals. Legislative Act 555 mandated the establishment of a Children and Youth Services Planning Board in each state judicial district. Their services and community resources target children and youth at risk or identified with social, emotional or developmental problems. In Sabine parish, this board serves as the Community Council. This practice may vary between sites.

## PROSPECTIVE SITE ORGANIZATION CHART





## **Phase I: Design and Development: Caseload Management**

### **Parameters**

- Service areas should be developed via ZIP Code, neighborhoods, school districts, etc.

### **File Management**

- Each district should be assigned a separate identifier. These changes will be made by Information Technology globally. Thereafter, the physical case records can be moved.
- Cases should be updated and organized before being transferred to Neighborhood Place.
- Local employees should be included in planning for caseload changes.

## **Local Non Profit and Private Sector Partners**

### **NP Partners**

Neighborhood Place will work with community support groups to provide the most seamless services possible.

## **Phase II: Continuous Improvement**

### **Evaluation**

The Neighborhood Place Research and Evaluation Subcommittee shall consider the use of administrative data, public information such as the census and use of surveys. The subcommittee will make recommendations on data collection, research methodologies, as well as conduct or oversee research on the following elements:

Site selection decisions and tracking such as:

- Use of state services by neighborhood (at ZIP Code or neighborhood level) - for post-implementation comparison
- Baseline demographic and socioeconomic data (at ZIP Code or neighborhood level) - for post-implementation comparison
- Assess unmet service needs based on quantitative data and focus groups or surveys of neighborhood leaders/community board

Clients served such as:

- Demographic data
- Client satisfaction
- Client outcomes

NP model of collaboration such as:

- Staff satisfaction
- Staff ratings of collaboration and coordination

See Appendix for the Charter for the Research and Evaluation Subcommittee.

## **Key Roles and Responsibilities**

### **Site Manager**

The role of the Site Based Manager is to facilitate the collaboration among partners to ensure the functioning of the NP site. It is recommended that the site manager not be an employee of any of the agencies represented at the NP site.

### **Agency Lead**

Neighborhood Place is a community driven process. The Kentucky model was derived from the local government/community. The following elements should be considered in creating a Neighborhood Place:

1. Community NP education should be marketed to allow a clear understanding of the services that Neighborhood Place will provide and how services will be implemented.
  2. Pursuant to the “No Wrong Door” initiatives, NP should have the capability to perform “intake” procedures for all consumers that request the services, and then forward the data to the proper service point.
  3. All partners must be informed of the requirements that must be addressed in order to proceed with a NP site:
    - A. A location
    - B. Build out plans for the location
    - C. Funding
    - D. Cost allocation breakdown for each community partner housed at the site
  4. To allow consideration for the unique needs of the community, defining the population that will be served is at the discretion of local community partners.
- 

## **CHAPTER 4**

### **Elements of the Needs Assessment**

#### **Background**

Public or private organizations (governments, non-profits, businesses and schools) undertake needs assessment to evaluate and plan for program development. A comprehensive needs assessment can pinpoint problems, recommend solutions, set priorities and guide the development of a project. A needs assessment is the systematic process to acquire an accurate, thorough picture of the strengths and needs of a community that can be used in response to promoting self sufficiency and independence.

#### **Elements of the Needs Assessment**

The needs assessment should describe the current status of each element that the agency selects for inclusion in the study. It should also include a statement of unmet needs, the importance of meeting those needs and clearly state who will benefit. The NP Research and Evaluation Team compiled the major indicators for utilization in evaluating potential NP sites at the initial phase:

- Medicaid enrollment
- Juvenile delinquency

- Food Stamp recipients
- Educational disruption (suspensions + expulsions)
- Census poverty data

Demographics, unemployment and population data were also utilized in determining an estimate of the consumers that would be using the site. Other elements may be added as deemed appropriate.

## **Policy Review**

The needs assessment should review existing policies and procedures, including legislation and resolutions (for local governments), mandates and charters and other governing documents. The assessment should provide recommendations for improving or creating other procedures that may develop or become apparent as a result of the study.

## **Identify the Population**

- Who will you serve?
- Who will benefit?

## **Data Collection**

Determine baseline data and organize the data by key categories to assess:

- The current needs of the community

## **Utilize Multiple Data Sources:**

- State agency data
- Census Records
- GIS mapping – shows concentrations of the same elements

## **Analyze the Data**

Use data to determine goals for increased program performance, benchmarks for progress, and measurable outcomes

- What are the strengths?
- What are the weaknesses?

## **Financial Resources**

The organization must examine its resources as well as the agency's budget to determine if it provides dependable, adequate financial resources to establish the Neighborhood Place. The assessment may make recommendations regarding adequate funding levels for the program and strategies for increasing levels. Cost sharing/allocation and in-kind services may also be considered in the evaluation of resources. Grants should be explored as well as local business sponsorship in the local communities.

## **Personnel**

Considerations should be given to the number of staff working in each program area, their background, training and current responsibilities. The assessment should provide recommendations for staffing levels and the expertise needed to sustain and develop NP. If appropriate, the assessment may also include staff development.

### **Staff Time and Attendance**

Staff located at a Neighborhood Place will inform both their home agency and the specific Neighborhood Place site when they need to be off for sickness, vacation or training. If staff's absence will create a decrease in service delivery, the home agency supervisor will coordinate a plan for coverage with Neighborhood Place Site Managers.

### **Outreach**

The needs assessment should identify ways for the organization to reach out to the community it serves. This may include workshops, training programs, etc., aimed at governments, non profit organizations and/or the community at large. Recommendations that address particular outreach activities that partners can attain should be provided.

### **Action Plan**

A valuable component of the needs assessment is to provide the agency with immediate direction via a brief, attainable action plan. This could be a simple list of recommendations relating to each element.

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## **Data Template for Site Selection**

The following outline shows the recommended data that should be reviewed when considering site selections for Neighborhood Place locations. This data is either publicly available or available through administrative records. State departments will assist in providing aggregate data on potential sites. The exact geographic parameters and time frames for the data will need to be defined on a case by case basis.

- I. Census Data:
  - A. Poverty data – some parish-level available at [http://www.lapop.lsu.edu/LPDC\\_Report\\_7.pdf](http://www.lapop.lsu.edu/LPDC_Report_7.pdf)
    - i. Children in Poverty
    - ii. Children in Deep Poverty
    - iii. Children in Near Poverty
    - iv. Percent of children under 6 with no parents in the labor market
    - v. Average household income
- II. Administrative Data:
  - A. Department of Education –
    - i. Percent of children in local schools who are eligible for free/reduced lunch
    - ii. Enrollment data
    - iii. Attendance data
    - iv. Suspension data
    - v. Expulsion data
  - B. Department of Health and Hospitals –

- i. STD rate
  - ii. Medicaid caseload rates
  - iii. OMH referrals
  - iv. OAD referrals
  - v. Immunization rates
  - vi. WIC rates
  - vii. Low and Very Low Birth Weight Rates
- C. Office of Juvenile Justice –
  - i. Youth involvement with OJJ
- D. Workforce Commission
  - i. Unemployment claims
  - ii. Number/rate of participation in job training
- E. Department of Social Services
  - i. FIIAP caseload rates
  - ii. STEP caseload rates
  - iii. Food Stamp caseload rates
  - iv. Child Care caseload rates
  - v. Kinship Care Assistance Program rates
  - vi. Number of licensed child care centers
  - vii. Rate/number of CPI investigations
  - viii. Rate/number of Preventative Services
  - ix. Rate/number of children in Foster Care
  - x. Rate/number of parents of children in Foster Care
  - xi. Young Adult Program
  - xii. Disability Determination Claims – SSD and SSI

## CHAPTER 5

### Implementation Plan

#### Introduction

Many government agencies on both national and international levels are developing a singular gateway to governmental access, information and services. This Business Plan not only provides a logical framework, but also will serve as a benchmark in developing an innovative concept in Louisiana, a program referred to as Neighborhood Place (NP). This document will clearly outline the steps necessary to develop Neighborhood Place Sites.



## **Purpose**

The objective of this Implementation Plan is to provide a document that clearly states the vision, objectives, approach, planning, work, timeframe and resources necessary to implement Neighborhood Place sites in Louisiana.

## **Goals and Objectives of the NP Project**

- To make best use of available dollars
- To listen to community ideas for delivering better services
- To build quality relationships between customers
- To create a customer-driven culture that provides quality, seamless, convenient and accessible services
- To streamline the process of service delivery
- To cut the red tape

## **Strategies Used to Meet the Objectives**

- To partner with the community and other agencies
- To make services more accessible
- To promote customer/client friendly services that meet the needs of the community
- To provide training and ongoing support for staff at the NP sites

## **Evaluation**

Outcomes will be monitored closely. The Research and Evaluation Subcommittee will develop instruments to be used to measure the impact of operating NP sites.

## **Challenges**

Challenges we can expect to encounter are inclusive of location of office space, funding, privacy issues, and technology.

## **Opportunities**

Developing Neighborhood Place sites in Louisiana will allow staff and community members to benefit by learning the true meaning of cooperation, collaboration and strengthened partnerships.

To ensure that quality services are delivered, it is important that periodic surveys be performed. These surveys will measure the experiences of the average citizen, identify opportunities for service improvement, and address specific areas for concern.

Neighborhood Place, a proposed full-service approach to consolidate social services will prove to be cost-effective. This approach would meet the needs of Louisiana citizens by offering a variety of programs at one location. Implementation of this plan in a small parish would allow those participating in the plan's approach to see its strong points, as well as its needs (weaknesses), before initiating the program in a larger macrocosm involving a complex area of the state. The choice of opening a NP site at an existing office would provide optimum advantage for interested persons to watch the concept at work.

## Implementation Discussion

One of the goals of NP is to locate in an area where clients would benefit from multiple services. The followings items must be considered prior to decisions to establish an NP site in your area:

### A. Location

- Address transportation in all areas, including rural parishes.
  - Consideration should be given to using school buses during the day to transport consumers to the site for services
  - Consider using vehicles owned by faith-based and other non-governmental entities
  - Consult local community in making determinations of location
- Consideration should be given to faith-based and other non-governmental entities that have buildings available for use
- Consideration should be given to using existing parish offices as more NP sites develop in a parish and their presence is de-centralized
- Contemplate locations that are in underserved areas as government agencies tend to congregate in only one part of a parish

\* When exploring transportation, liability issues must be addressed.

### B. Physical Plant Issues

- Building must be appealing/inviting. The facility/space must be family friendly to encourage citizens to enter
- Take into account:
  - Safety of staff and clients
  - Separate restrooms for staff
  - Appropriate signage
  - Parking for staff and clients
  - OSHA compliance
  - Accessibility
  - Private rooms to interview clients
  - Availability of technology
  - Play area for children whose parents are being assisted
  - Adding food pantry and/or baby store stocked with donations
  - Providing public telephone access to clients
- Consider making a neighborhood-based theme that is unique to each NP

### C. Service Delivery Area

- Must determine geographic parameters of area to be served by NP based upon data
- Based upon area needs of clients, core services should be established

### D. Staffing

- Basic NP set-up would include:

- Site Manager would be responsible for directing the NP. Direct line supervision for state employees will continue from each agency
  - The Site Manager would be responsible for day-to-day operations at the NP
- Civil Service considerations:
  - Employees' domicile would have to be established at NP if they spend at least 51% of time at that location
  - Allowing employees to work flexible hours to encourage their presence and allow services to be provided for a longer period of time each day
  - Consider questions of overtime compensation
  - Will assignment be permanent
  - Will the manager or supervisor maintain current Civil Service classification if there is a reduction of staff due to staff placement at NP
- Suggestion of using volunteers at NP, particularly to entertain children while their parents are being assisted, i.e., university students and social workers
  - Background checks would be required and strict rules would be established
- Programmatic considerations:
  - Employees at NP must have knowledge of all services offered at the NP site
  - Determination of the programs that will be included at NP must be considered prior to determining staff designation
  - NP Site Manager should have broad knowledge of programs available at the site
- Regular meetings among all agencies would be necessary to ensure on-going collaboration
- Type of employees who should be considered:
  - Experienced staff rather than newly-hired employees because they will require less supervision
  - Recruiting effort for NP should be very positive and perceived as competitive
  - Consideration given to consulting Regional Administrators before individuals are assigned for NP
  - Consider employees who speak languages other than English to assist clients who are non-English speaking
- Development of a contingency plan to keep service delivery running if there is a disaster or shortage of staff
- Efforts should be made to ensure that agency staff at NP sites continue to feel "connected" to their respective agencies
- Employees who will work at NP sites must be selected early in the process so they can be involved in the meetings and training prior to the opening of the site

E. Confidentiality/Information Sharing

- Waiver to share information among agencies at NP must be signed by clients
- Staff must sign an agreement indicating their intention to keep information confidential
- Consideration must be given to ensuring the confidentiality of records of employees and their families who have cases. Policy prohibits staff from working on cases of family, friends, and social acquaintances
- Staff must understand the difference in sharing information and sharing documents
- NP staff should broadly interpret all confidentiality and information sharing rules to do what will help a family while staying in the confines of the law

F. Customer Service

- A thorough assessment of a client's situation and needs must be conducted during their initial visit to NP
- Participants must discuss the type of follow-up assistance clients will receive after their initial interaction
- Core services should be included in a NP site, then increasing services in the future should be based on the needs of clients and the resources available
- Role of NP Site Manager will be to work with the community to provide referrals when a client needs assistance that is not available at the NP
- An alternative to full-time staff at NP would be to rotate days of presence; services must be consistent so clients will know availability
- Consider allowing private entities to be housed at a NP if appropriate

G. Administrative Matters

- DOA facilities planning division must be consulted to ensure a smooth transition from parish/regional offices to NP sites
- Adequate scrutiny of cost allocation as it relates to supplies, equipment, support staff, and how the NP Site Manager would be paid.
- Payroll, time and attendance should be discussed and a procedure shall be developed to meet the needs of staff
- Building management:
  1. Who will have the keys
  2. Who will open building on daily basis
  3. Would public have access to office areas after hours
  4. Who would handle employee problems and client complaints
  5. Will receptionist be hired by group
  6. Who will be in charge if the Site Manager is out
  7. Who will determine what the schedule and dress code will be since agency rules vary

- Consideration should be given to questions regarding the designated custodian of records. Will this designation change for any of the agencies
  - Consider how the security roles required for processing cases will be managed
  - Processing PPR
  - Build in growth space for additional NP partners
- H. Caseload Management
- Staff supports developing the service area via ZIP Code
  - Assigning the district offices within each parish, a separate identifier so that the changes can be made by IT globally. Thereafter, the physical case records could be moved.
  - Update and organize records prior to transfer to NP. Strict guidelines must be established to manage potential instances whereby consumers may want to go to NP because it is close to his/her workplace, but their residence is not within the NP ZIP Code
  - Include local staff in planning for caseload changes
- I. Community Partners
- Staff identified the following community partners:
    - o Chamber of Commerce
    - o Law enforcement
    - o Juvenile planning boards
    - o Community Action councils
    - o Legislative members and staff
    - o School board members
    - o Division of Administration/Facilities Management
    - o Churches
    - o Courts
    - o Non profit organizations
- J. Communication
- Advance notice of change from parish office to NP must be provided to citizens via media, signs, mail-outs, and visits to churches and community centers
  - Community should also be educated through billboards and PSAs
  - Agency communication with legislative staff must be on-going, particularly with the members of the Health & Welfare committees
  - Employees are the biggest stakeholder and should be informed during the early stages and be given an opportunity to participate in planning
  - Field leadership should be given additional information about NP before anything is communicated to staff ("Not About Us Without Us")



# **CHAPTER 6**

## **Day to Day Operations**



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## Definitions

### Definition:

"Collaboration is a mutually beneficial and well defined relationship entered into by two or more organizations to achieve results they are more likely to achieve together than alone."

*Definition used by Michael Winer in two major training events: Kentucky NP Annual Meeting (October 1999), and a joint NP/FRYC training (November 1999)*

### Blended Services

The Neighborhood Place partner agencies came together to work towards a 'seamless' system of service delivery in the state of Louisiana. The goal is to establish a network of accessible, family-friendly and results-oriented 'one-stop' service delivery centers that promote self sufficiency. Each Neighborhood Place is charged to develop and implement mechanisms that ensure the following:

1. **Coordinate services** – Each Neighborhood Place will have a team that works to improve the blending of services and will have a mechanism to include agency supervisors in this process.
2. **Respectfully Welcome Clients** – All families coming into Neighborhood Place will be 'greeted' by staff. In addition, all staff and volunteers will assume the greeter role and function wherever and whenever possible.
3. **Inform Families** – All families, regardless of whether services are provided on site or off site, will have an opportunity to learn the range of services available through Neighborhood Place.
4. **Partner with Families** – All families, regardless of whether services are provided on or off site, will have the opportunity to sign the "Release of Information Consent Form" and will be asked what services are needed through use of the self assessment form. A more thorough assessment is conducted around identified needs and referrals are made to the best possible resources.
5. **Communicate** – Families receiving a service at Neighborhood Place or from staff assigned to a Neighborhood Place and having a signed consent form will have at least basic information entered into the Neighborhood Place centralized database.
6. **Train staff** – the skills, techniques and principles of practice that are inherent in the above will be the priority for staff development.

### Case Presentation Guide

1. Each NP site will designate a specific time and date each month to have regularly scheduled case staffings.

2. Each NP site will develop a rotating schedule for case staffings by each partner member. This schedule will be disseminated to all partners.
3. Each partner is expected to have a minimum of one representative at each meeting. That representative will rotate with others.
4. Cases will be presented by the person(s) actually working on it, not the supervisor.
5. Case presentations will follow a case presentation format to assist with staying on task.
6. Each session will begin with a follow-up of cases previously presented.
7. Each meeting will end with a brief Meeting Assessment form, which needs to include a question regarding partner participation and involvement.
8. Each site will designate 2 or 3 members to attend monthly consultation/training session to receive assistance on facilitating the case review.

### Family Solutions

A Family Solutions approach means we focus on the family. The goal is to work in partnership with individuals to help identify their strengths, focus on everyday life events, and help them build the skills necessary to manage situations that are difficult for them.

Case staffings work best when the following outline is used:

1. Help members of the team to get to know the family by **describing their strengths and needs**. Remind the team of the developmental challenges families face.
2. **Discuss the family's strengths** and skills. What does the family do well? What are they proud of? What gives them a sense of self worth and satisfaction?
3. Discuss **what is difficult for the family**. What situations in everyday life are high risk or difficult for them? What is their current pattern for trying to accomplish these tasks?
4. Discuss **what individual challenges family members might have** that serve as barriers to resolving problems in the family. What do you know about these individual patterns of behavior?
5. If you have **co-developed plans** with the family (or individual family members), what are they? (Please bring enough copies for the team). How are the plans so far? Is the family **keeping track of their successes**? If so, bring copies of their accomplishments for sharing.

The team will benefit just from hearing about your work with the family; however the NP staff is also there to assist you and the family by brainstorming about other possible resources or approaches. Think about how the team might be helpful prior to your case discussion.

# WELCOME TO NEIGHBORHOOD PLACE

DATE:

PLEASE PRINT

Name: _____		Date of Birth: _____	
Complete Home Address: _____		Complete Mailing Address: _____	
Number in Household: _____		Social Security Number: _____	
Phone: <input type="checkbox"/> Home	Reason for Visit: <input type="checkbox"/> New Applicant	<input type="checkbox"/> Return Visitor	
<input type="checkbox"/> Cell	<input type="checkbox"/> Follow up appt. with		
<input type="checkbox"/> Alternate			

## APPLICATION INSTRUCTIONS

Neighborhood Place offers a variety of services. Complete the check boxes that best describe the services needed:

## SERVICES NEEDED

Office of Family Support Services		Medicaid	
Child Care Assistance Program (CCAP)	<input type="checkbox"/>	Aging & Elderly Services (OAS)	<input type="checkbox"/>
Child Support Services (SES)	<input type="checkbox"/>	Disabled Adults-Disability Medicaid (DM)	<input type="checkbox"/>
Family Independence Temporary Assistance Program (FITAP) – cash assistance	<input type="checkbox"/>	LaMOMS (no cost Medicaid for pregnant women)	<input type="checkbox"/>
Food Stamp Program (FSP)	<input type="checkbox"/>	Louisiana Children's Health Insurance Program (LaCHIP)	<input type="checkbox"/>
Kinship Care Subsidy Program (KCSP)	<input type="checkbox"/>	Medicare Purchase Plan (MPP)	<input type="checkbox"/>
LA Combined Application Project (LACAP)	<input type="checkbox"/>	Medically Needy Program (MNP)	<input type="checkbox"/>
Strategies to Empower People Program (STEP)	<input type="checkbox"/>	Medicare Savings Program (MSP)	<input type="checkbox"/>
		TAKE CHARGE (TC) – no cost Medicaid family planning services	<input type="checkbox"/>
<b>Housing Services</b>		<b>Health Unit Services</b>	
Emergency Shelter	<input type="checkbox"/>	Children's Special Health Services (CSHS)	<input type="checkbox"/>
Energy Assistance (LIHEAP)	<input type="checkbox"/>	Family Planning	<input type="checkbox"/>
Homeless	<input type="checkbox"/>	Head Lice Check	<input type="checkbox"/>
Rental Assistance	<input type="checkbox"/>	HIV Testing	<input type="checkbox"/>
Section 8	<input type="checkbox"/>	Immunizations	<input type="checkbox"/>
<b>Subsidized Housing</b>	<input type="checkbox"/>	Infant or toddler car seat	<input type="checkbox"/>
Utility Assistance	<input type="checkbox"/>	Lead Test	<input type="checkbox"/>
Weatherization	<input type="checkbox"/>	Pregnancy Test	<input type="checkbox"/>
		Sexually Transmitted Disease (STD)	<input type="checkbox"/>
<b>Behavioral Health Services</b>		TB Test	<input type="checkbox"/>
Alcohol	<input type="checkbox"/>	Women, Infants & Children (WIC)	<input type="checkbox"/>
Child abuse or neglect	<input type="checkbox"/>		
Child behavior	<input type="checkbox"/>	<b>Employment Services</b>	
Depression – Feeling sad, hopeless, fearful	<input type="checkbox"/>	Earned Income Tax Credit (EIC)	<input type="checkbox"/>
Drugs	<input type="checkbox"/>	Help with resume (job application)	<input type="checkbox"/>
School attendance	<input type="checkbox"/>		

Revised 4/24/09



<b>Developmental Disabilities Services</b>		<b>Employment Services cont.</b>	
Cash Subsidy Program	<input type="checkbox"/>	Job Search	<input type="checkbox"/>
Early Steps Program referral	<input type="checkbox"/>	Job Training	<input type="checkbox"/>
Home and Community-Based Waiver Services	<input type="checkbox"/>	New Career	<input type="checkbox"/>
Individual & Family Support Program	<input type="checkbox"/>		
<b>Louisiana Rehabilitation Services</b>		<b>Education Services</b>	
Blind Services	<input type="checkbox"/>	Adult Literacy	<input type="checkbox"/>
Deaf Services	<input type="checkbox"/>	Attention Deficit Disorder (ADD)	<input type="checkbox"/>
Independent Living Services	<input type="checkbox"/>	Dyslexia	<input type="checkbox"/>
Vocational Rehabilitation Services	<input type="checkbox"/>	School attendance	<input type="checkbox"/>
		School grade performance	<input type="checkbox"/>
<b>Other</b>		Tutoring	<input type="checkbox"/>
Community Diversion Programs	<input type="checkbox"/>		
Juvenile Court Services	<input type="checkbox"/>		

OTHER HOUSEHOLD MEMBERS		
NAME	DATE OF BIRTH	SOCIAL SECURITY NUMBER

STAFF USE ONLY	
Worker Name: _____	
Additional staff seen during this visit: _____	
Limited English Proficiency: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Limited English – Translation/Interpreter Services Utilized: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Agency of initial contact during this visit: <input type="checkbox"/> DSS <input type="checkbox"/> DHH <input type="checkbox"/> DOE <input type="checkbox"/> LWC <input type="checkbox"/> OJJ <input type="checkbox"/> Other	
Agency referrals made to client during this visit: <input type="checkbox"/> DSS <input type="checkbox"/> DHH <input type="checkbox"/> DOE <input type="checkbox"/> LWC <input type="checkbox"/> OJJ <input type="checkbox"/> Other	
Service referrals made to client during this visit: _____	
Where did you hear about Neighborhood Place? Circle one	
Newspaper Radio TV School Festival Mailer Poster @ Walmart, Grocery, etc.	
Church Friend OFS OCS LRS DOE DHH OJJ LWC Other	

THANK YOU FOR ALLOWING US TO SERVE YOU!

Provided By Enterprise Business Unit

Revised 4/24/09



## RELEASE OF INFORMATION CONSENT FORM

I, \_\_\_\_\_, am seeking services from Neighborhood Place for myself, \_\_\_\_\_ my family, \_\_\_\_\_ my child (check all that apply). By signing this form, I am giving Neighborhood Place staff permission to communicate regarding services offered to me and/or my family. I understand that all records and information regarding services will be protected by regulations that govern the exchange of confidential information. I further understand that services may include an assessment of our needs and the development of a service plan to meet those needs.

It is understood that by authorizing the release of such information, it will be used for the sole purpose of providing and enhancing services to me, my family and/or my child and to avoid duplication between the agencies. The disclosure of information will be limited to staff at Neighborhood Place and within these organizations and will not be released to anyone else without my consent.

The agencies below have my written consent to share information of a confidential nature to the extent allowed by federal and state law and regulations unless I have indicated otherwise by putting my initials next to those agencies I want excluded.

### Government, City, Private Non-profit Providers

Please initial those agencies you want excluded. Write in additional agencies you want to add.

_____ Louisiana Department of Health & Hospitals	_____ Louisiana Public School System
_____ Sabine Parish School System	_____ Louisiana Workforce Commission
_____ Louisiana Department of Social Services	_____ Other Agencies
_____ Louisiana Office of Juvenile Justice	
_____ Louisiana Department of Education	
_____ Louisiana City/Parish Government	

Please initial the information you wish to have excluded from this authorization. Write in information you want to add to this authorization.

_____ The full name and other identification of myself	_____ Treatment, services or education plans
_____ my family or my child	_____ Recommendations to other providers
_____ Records pertaining to juvenile justice proceedings, including arrests/adjudication	_____ Medical records and information pertaining to medical history, physical condition, services rendered and treatments given
_____ Social and educational history and observations	_____ Medical records and information and information pertaining to mental health
_____ Records pertaining to child in need of care/certification for adoption proceedings in juvenile court	

Other Records: \_\_\_\_\_

I have read and understand the contents of this form; I have a copy and I agree to its provisions with the exception of any items I initialed above.

This authorization to receive services from the above agencies and to exchange confidential information shall remain in effect for a period of twelve (12) months. I understand that this release may be revoked by me at any time if requested in writing, but understand my records may have been released and re-released to others before I request that this consent be revoked.

Signature of self or children	Date	Witness signature	Date
-------------------------------	------	-------------------	------

### \* Parent/Guardian (please list children's names)

THIS DOCUMENT DOES NOT AUTHORIZE THE RELEASE OF INFORMATION RELATIVE TO HISTORY OF DRUG/ALCOHOL TREATMENT, SEXUALLY TRANSMITTED DISEASES, AND/OR HIV STATUS. PURSUANT TO FEDERAL LAW, PROTECTED HEALTH INFORMATION MAY BE RELEASED WITHOUT YOUR AUTHORIZATION FOR TREATMENT, PAYMENT AND HEALTH CARE OPERATIONS. AUTHORIZATION IS NOT REQUIRED TO COMPLY WITH LAWS REGARDING MANDATORY REPORTING OF SUSPECTED ABUSE OR NEGLECT OR ASSESSMENT THAT THERE IS A DANGER OF SERIOUS HARM TO SELF OR OTHERS.



### STAFF CONFIDENTIALITY AGREEMENT

I, the undersigned, understand that during the course of working at Neighborhood Place, I may be given access to confidential, privileged or proprietary client or business information in order to perform my responsibilities in a manner that meets client needs and enhances the delivery of services. By signing this document, I am agreeing to comply with all regulations and laws established to protect confidential information. I understand that accessing or releasing confidential information and/or records or causing this to occur outside the course of my assigned duties would constitute a violation of this agreement. I understand that proven violation of this agreement can result in termination of my access to information and may result in personnel actions being taken against me.

**Confidential information shall include but not be limited to:**

- Information contained in case or computer generated records, verbal or written information related to client service needs, and personnel or other files that pertain to clients, staff, volunteers, agencies, or communities.
- All documents relating to the above.

I agree to:

- Maintain confidential information and not reveal it to clients, colleagues or others with whom I interact without procuring the necessary releases or authorizations;
- Utilize information disclosed to me solely for the purpose of providing and enhancing services to individuals and families, to avoid duplication or conflicting service delivery and to promote effective and efficient delivery of services within the community.
- Restrict disclosure to those staff, volunteers or committee members who have a need to know and advise them of their concomitant duty to not disclose confidential information to a third party.
- I recognize that I have a duty to report child and adult abuse, neglect or exploitation, an individual being in danger of hurting self or others and within professional guidelines, ethical or statutory violations.
- I have read and understand this Confidentiality Statement and by signing in the space below agree to its terms and conditions.

Name: \_\_\_\_\_ Capacity: \_\_\_\_\_ Date: \_\_\_\_\_



## **Community Council Member Confidentiality Agreement**

All Community Council members and staff assigned to Neighborhood Place are asked to sign the Confidentiality Agreement. This statement has been approved by all of the partner agencies and their legal advisors. It applies the same standard to all staff, Community Council members, volunteers, student interns, etc. regarding confidential/privileged client information. Each site has a contact person who will see that staff and Council members are given the opportunity to review and sign the agreement upon employment.

Name \_\_\_\_\_ Date \_\_\_\_\_

## Paid Holidays

The chart below was devised to alleviate confusion related to scheduling issues that could occur when combining services of various agencies. This chart reflects each entity's regularly scheduled holidays and how they relate to Neighborhood Place.

Holiday	Parish	State	Church	Volunteer	Neighborhood Place
New Years Day		X			
MLK, Jr Day		X			
Mardi Gras Day		X			
Good Friday		X			
Memorial Day		*			
Independence Day		X			
Labor Day		X			
Election Day Every 2 years					
Veteran's Day		X			
Thanks-giving Day		X			
Christmas Day		X			

\* Governor proclaims

The above chart shows the official paid holidays of the state agencies participating in Neighborhood Place. Employees assigned to Neighborhood Place will follow the state holiday schedule. Neighborhood Place employees having different holidays should discuss this with the Site Manager. Situations that do not fit the above schedule will need to be determined individually.



## **Implementation Subcommittee Charter**

### **Philosophy**

Neighborhood Place (NP) promotes the working together of community and governmental entities to ensure healthy, educated, safe and self-sufficient families through a system of blended, accessible services in a particular neighborhood. In order to effectuate the most effective NP plan, the Implementation Subcommittee, comprised of partnering agencies, will work together to initiate a Louisiana Neighborhood Place site.

### **Motivation**

Louisiana's citizens will benefit from a holistic approach to varied human social services. NP will work with communities to provide blended and accessible health, education, employment and human services that support children, families and individuals in their progress toward self-sufficiency. Implementation and Service Integration are of prime importance to the Governor, the DSS secretary and their executive teams. The goal is better services.

The state's current design, infrastructure, operations and service delivery venues are set up to meet stand-alone needs. Traditionally, state agencies have operated separately from private community and faith-based entities. The goal of this group is to be more customer friendly and to involve the local community to the fullest extent possible.

### **Model**

Neighborhood Place is a way of delivering services and will provide a network of accessible, family-friendly, and results-oriented "one-stop" service delivery centers that promote self-sufficiency. NP introduces not only state services in one place, but also welcomes community and faith based organizations. Expertise and program integrity among each state service will continue to be valued. At the same time, the needs of our citizens must be the priority. Providing a consistent framework within which NP can develop will be important to overall success. The work of the Implementation Subcommittee is to organize and guide a successful Neighborhood Place infrastructure by tapping all willing resources available, both public and private. The Implementation Subcommittee shall inject a Neighborhood Place "manner" in the site they represent and allow it to grow from that point.

### **Duties**

The Implementation Subcommittee shall:

- Discuss the details of implementation at a particular site, understanding that each site will have unique differences
- Initiate meetings and organize follow up meetings
- Develop goals and target dates
- Make selections for the initial Community Council and charge them with the responsibility of informing the community



## Communications Policy

### Philosophy

The Neighborhood Place is committed to an open exchange of information with all news organizations on an impartial basis to better serve the needs of Louisiana's citizens. Legal requirements regarding the non-disclosure of confidential information will be adhered to. NP Site Managers, partner agencies and Community Councils are encouraged to promote NP activities and services such as specialty clinics, health fairs, etc.

### Inquiries

NP will attempt to respond to news inquiries promptly and accurately. General information or concepts regarding Neighborhood Place should be referred to the Site Manager. Neighborhood Place staff and Community Council members will channel all inquiries from news media through the Neighborhood Place Site Manager. The Site Manager will channel all inquiries from news organizations through the appropriate home agency authority. If there are inquiries regarding a specific agency, the agency will contact their agency for guidance. If direct access to a specific Neighborhood Place employee is requested, the appropriate authority will handle scheduling availability. All requests for interviews and/or appearances for non-promotional activities must be approved and scheduled through the appropriate home agency authority.

### Advertising & Promotional Vehicles

All press releases, public services announcements, advertisements, brochures, pamphlets, business cards, letterhead and multi-image presentations on all Neighborhood Places must be coordinated with the Communications Committee and approved by the Site Manager prior to final development.

## **Neighborhood Place Facility Usage Policy and Procedure**

Neighborhood Place is committed to being responsive to community needs and welcoming to residents and others who can benefit from Neighborhood Place services. Because of this, Neighborhood Place sites often host activities other than those that are related to specific Neighborhood Place services. Each Neighborhood Place site is located in a host facility that has policy guidelines and every Neighborhood Place contains confidential and other material that must be secured.

To establish a balance between the two imperatives cited above and to assure that a consistent set of standards apply to all Neighborhood Place sites, the following guidelines have been approved for community groups requesting the use of Neighborhood Place space:

1. The space used for community meetings must be separate and secure from that designated for confidential records or that assigned to staff as work area. Each Neighborhood Place site will determine which spaces meet these criteria.
2. The Site Manager will be aware of and communicate to the group the guidelines established by the host agency and by the Neighborhood Place.
3. Use of the building during non-traditional hours will require the presence of an employee of a Neighborhood Place partner agency or a Neighborhood Place Community Council member. This person is responsible for assuring that security is maintained and the facility is locked after the meeting. The Neighborhood Place Site Manager will contact the host agency when a non-Neighborhood Place staff person is responsible.
4. The use of Neighborhood Place facilities will be limited to those groups and activities that further the mission of Neighborhood Place. The activities conducted within Neighborhood Place will not require an admission fee nor be used for sales or other fund raising functions.
5. Any group requesting the use of a Neighborhood Place facility during non-traditional hours will complete an application which will include:
  - Name of the organization
  - Contact person for the organization, including their address and phone numbers
  - Name of Neighborhood Place staff person who has agreed to be present for the duration of the meeting
  - Date and time of facility use
6. Any group requesting the use of a Neighborhood Place facility during non-traditional hours will agree to abide by the conditions of which include:
  - Having a sign in sheet that includes name, address and phone of all who are present in the facility
  - Providing any audio-visual or any other special equipment necessary for the meeting
  - Agreeing to leave the facility in the condition in which it was found
  - Assuring that Neighborhood Place will not be incurring any additional costs as a result of the meeting
7. Any variations of the above will be discussed and reviewed with the Neighborhood Place Site Manager whose decision will be final.



## Roles of the Neighborhood Place Community Council

- Council Members as Advocates of the Community:
  1. Reflect the thinking of the community as a whole
  2. Support community members as they interact with Neighborhood Place
  3. Interpret community needs to the Neighborhood Place
- Council Members as Ambassadors:
  1. Promote the concept of Neighborhood Place in the community
  2. Explain services and assistance available to community members
  3. Encourage the use of Neighborhood Place for services to meet family needs
- Council Members as Planners:
  1. Interpret the findings of the community needs assessment
  2. Survey community and determine services available to families
  3. Partner with other organizations and agencies to become problem solvers
- The Council as Partners in Leadership:

Members will serve as partners to the Managing Board to:

  1. Help set the direction of Neighborhood Place
  2. Ensure that Neighborhood Place remains true to its mission
  3. Review goals and objectives
  4. Work with the Site Manager who is responsible for the day-to-day operations of Neighborhood Place
- Community Councils consist of:
  1. 15-21 people
  2. Two-thirds reside in the service area
  3. One-third work in the area
  4. One-third must have received or currently receive services from Neighborhood Place



## Appendix

This section contains the following supplemental information:

- The Concept
- ACT No. 775
- Workplace Site Analysis Form
- Louisiana Neighborhood Place Services
- Worker Safety: Recommendations for all Sites
- Neighborhood Place State Leadership Team Charter
- Charter for Neighborhood Place Research and Evaluation Subcommittee
- Charter for Neighborhood Place Communications Subcommittee
- Charter for Neighborhood Place IT Requirements Subcommittee
- Charter for Neighborhood Place Training and Curriculum Development Subcommittee
- Neighborhood Place Interagency Communications Plan
- Neighborhood Place Partner Collaboration Policy
- Measuring Up – The National Report Card on Higher Education - 2006 State Comparison Reports
- Measuring Up – Louisiana Underperforms in Educating its Young Population





## The Concept

Neighborhood Place works with communities to provide blended and accessible health, education, employment and human services that support children and families in their progress toward self-sufficiency.

### **Key values of the Neighborhood Place concept:**

- Accessible to the community
- Cost efficient for service providers
- Fully integrated method of service delivery
- Responsive to and respectful of clients

### **Unique features of the Neighborhood Place concept:**

- Single point of access/intake for multiple services (no client is asked to repeat a piece of information)
- Service providers housed together, working as teams with clients toward specific, client-identified goals
- Clients are full partners in planning, implementing, and evaluating services
- Common "Consent to Release Information" form
- Neighborhood Place is not a new service, but a new way of delivering services

### **Guiding Principles of the Neighborhood Place Concept:**

- Support community endeavors that transcend and augment any single agency's mission
- Recognize that collaborations occur among people, not among institutions
- Encourage agencies to fully cooperate and dissolve barriers which prohibit effective service delivery
- Encourage dialog among the service providers to identify issues for collaboration
- Place the needs of clients above jurisdictional and governmental concerns
- Promote the commitment to collaboration at every level of the organization
- Focus on the long-term impact rather than on the quick fix
- Recognize the diversity of both the community to be served and the providers
- Recognize and address the obstacles local agencies, organizations, or institutions still face in this process.

# ACT No. 775

Regular Session, 2008

## ACT No. 775

ENROLLED

SENATE BILL NO. 701

BY SENATORS MOUNT, CASSIDY, CHERE, FRIEY, GRAY, HEITMEIER AND  
NEVERS AND REPRESENTATIVES BOBBY BAZON, BALDONE,  
BARROW, BILLIOT, TIM BURNS, DARMODY, CHANDLER,  
CHANEY, DOWNS, FANNIN, GISCLAIR, ELBERT, GULLORY,  
GUNN, HARDY, HINES, HOTTMANN, HOWARD, MICHAEL,  
JACKSON, JOHNSON, KATZ, MILLIS, PEARSON, POPE, TRAHAN,  
WADDELL AND WILLIAMS

### AN ACT

To amend and reenact R.S. 46:52.1(D), and to enact R.S. 46:52.1(F) and (G) and 52.2  
relative to an integrated case management and service delivery model; to provide for  
integrated case management; to provide for a service integration delivery model  
program; to provide goals for the program; and to provide for related matters.

Be it enacted by the Legislature of Louisiana:

Section 1. R.S. 46:52.1(D) is hereby amended and reenacted and R.S. 46:52.1(F) and  
(G) and 52.2 are hereby enacted to read as follows:

§52.1. Integrated case management; "No Wrong Door"

\* \* \*

E. The secretaries of the Department of Health and Hospitals, Department  
of Labor, and Department of Public Safety and Homeland Security and local community  
organizations shall participate in the development of an integrated case management  
model, both in providing within their respective organizations the leadership and  
planning required of the secretary of the Department of Social Services in Paragraph  
(C)(1) of this Section and in assisting the secretary of the Department of Social  
Services in developing forms and screening tools, providing training, improving  
communication, and providing with respect to funding, all as listed in Paragraph  
(C)(2) of this Section. To advance the purposes set forth in this Section and R.S.  
46:52.1, the secretaries for the Department of Health and Hospitals, the  
Department of Social Services, the Department of Labor, the deputy secretary

Page 1 of 5

Coding: Words which are ~~struck through~~ are deletions from existing law,  
words in boldface type and underscored are additions.

1 for youth services of the Department of Public Safety and Corrections, and the  
 2 state superintendent of education shall guide the implementation of service  
 3 delivery integration designed to meet the needs of children and their families.  
 4 All delivery of integrated services shall be in accordance with the statutory  
 5 authority of each agency or department.

6 F. This state leadership group shall:

7 (1) Identify opportunities and implement recommendations regarding  
 8 human services integration.

9 (2) Provide plans to execute the collective recommendations of these  
 10 departments.

11 (3) Lead execution of service integration plans to include:

12 (a) Comprehensive screening for needs, coordinated assessment and  
 13 referrals in multiple areas including, but not limited to the following:

14 (i) Academic challenges.

15 (ii) Behavioral problems.

16 (iii) Family stability.

17 (iv) Alcohol and drug abuse.

18 (v) Domestic violence.

19 (vi) Mental health concerns.

20 (vii) Employment and training.

21 (viii) Food and shelter.

22 (b) Screening, eligibility and redeterminations for temporary assistance  
 23 programs, Medicaid and food stamps.

24 (c) Data sharing capabilities among participating agencies for the  
 25 purposes of service delivery and statistical research.

26 (d) Child abuse intervention and prevention.

27 (e) Student attendance support.

28 (f) Other local human services.

29 (4) Identify targeted outcome results of service integration.

30 (5) Attain regular measures of performance relative to the targeted

Page 2 of 5

Coding: Words which are ~~crossed through~~ are deletions from existing law,  
 words in **boldface type** and underscored are additions.

1 outcomes of service integration.

2 6. The guiding principles shall be to:

3 (1) Support community human service endeavors that transcend and  
 4 strengthen any single agency's mission.

5 (2) Recognize that collaboration occurs among people, not among  
 6 institutions.

7 (3) Encourage agencies to fully cooperate through productive dialogue  
 8 and action that dissolves barriers and advances more effective service delivery.

9 (4) Promote a commitment to collaboration at every level of participating  
 10 organizations.

11 (5) Recognize the diversity of both the community to be served and the  
 12 providers.

13 (6) Recognize and address the obstacles local agencies, organizations or  
 14 institutions will face in this process.

15 (7) Insure mutual accountability among all participating organizations  
 16 measured qualitatively and quantitatively.

17 (8) Promote maximization of state general fund investments and increase  
 18 the state's return on investments.

19 (9) Prevent fraud and abuse to ensure funds are appropriately utilized.

20 §52.2 Service integration delivery model, pilot

21 A. In cooperation with local governmental and community organizations,  
 22 the state leadership group as identified in R.S. 46:42.1(F) shall establish a  
 23 Neighborhood Place implementing the service integration delivery model  
 24 developed under R.S. 46:52.1 in one of the nine regional service areas defined  
 25 in R.S. 46:2600 by the end of Fiscal Year 2008-2009. Local governmental and  
 26 community organizations shall be engaged with the state to expand the  
 27 Neighborhood Place model to additional sites in multiple regional service areas.

28 B. Working with local governmental and community organizations, a  
 29 management model for each Neighborhood Place shall be established by the  
 30 state leadership group in accordance with R.S. 46:52.1(C).

Page 3 of 5

Coding: Words which are ~~struck through~~ are deletions from existing law;  
 words in boldface type and underlined are additions.

1 (1) Each Neighborhood Place shall operate with shared accountability  
 2 that citizens realize faster, lasting results of safety, educational security,  
 3 independence and self-sufficiency.

4 (2) The goals of this human services integration model shall include the  
 5 following:

6 (a) To provide economic self-sufficiency among families who receive  
 7 services.

8 (b) To provide citizens with timely access to an array of health care,  
 9 education, employment and human services.

10 (c) To improve the level of student participation and achievement in the  
 11 school among children who receive services.

12 (d) To prevent fraud and abuse to ensure funds are appropriately  
 13 utilized.

14 (3) Each Neighborhood Place shall demonstrate better results for citizens  
 15 through collaboration, coordination and co-location of multiple human service  
 16 systems. Services delivered shall, at a minimum, address the following:

17 (a) Student achievement.

18 (b) Truancy intervention and dropout prevention.

19 (c) Family safety and stability.

20 (d) Foster care and adoption.

21 (e) Prenatal and early childhood care.

22 (f) Preventative health care.

23 (g) Behavioral health.

24 (h) Adult education and job training.

25 (i) Vocational rehabilitation.

26 C. Targeted and measurable outcomes at the baseline of implementation  
 27 shall be identified and tracked during quarterly periods throughout the life of  
 28 integrated human service delivery operations.

29 Section 2. This Act shall become effective upon signature by the governor or, if not  
 30 signed by the governor, upon expiration of the time for bills to become law without signature



SB NO. 701

ENROLLED

1 by the governor, as provided by Article III, Section 18 of the Constitution of Louisiana. If  
2 vetoed by the governor and subsequently approved by the legislature, this Act shall become  
3 effective on the day following such approval.

\_\_\_\_\_  
PRESIDENT OF THE SENATE

\_\_\_\_\_  
SPEAKER OF THE HOUSE OF REPRESENTATIVES

\_\_\_\_\_  
GOVERNOR OF THE STATE OF LOUISIANA

APPROVED: \_\_\_\_\_

Page 3 of 5

Coding: Words which are ~~crossed through~~ are deletions from existing law;  
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## Workplace Site Analysis Form

**Facility Location:**

**GPS Coordinates:**

**Land Use: Rural or Urban**

**Distance to Closest Police Department or EMS Office:**

**Facility Surroundings:**

### Staffing

1. Is there someone responsible for building security?
  - a. If so, who is it?
2. Does everyone in the building know who that person is?
3. Is there a "buddy system" for workers when they are in the potentially dangerous situation?
4. Are there trained security personnel accessible to a worker in a timely manner?
5. If so, do they have sufficient authority to take necessary action in the absence of workers?
6. Is there secured parking for the employees?
  - a. If not, are there escorts available to walk employees to and from their cars?

### Training

1. Does the office have an emergency response plan? (escape routes, notification of authorities)
2. Are employees trained to report violent incidents or threats?
3. Are employees trained to handle difficult clients?
4. Are employees trained in ways to defuse or prevent potentially violent situations?
5. Are employees offered self-defense training?
6. Are any employees trained in basic first-aid and are necessary supplies on hand?
7. Do all employees participate in periodic drills for fires or human threats?

### Facility Design

1. Are there enough exits and escape routes?
2. Are exit doors only able to be opened from inside, preventing any unauthorized entry?
3. Is lighting adequate to see clearly?
4. Are there employee-only areas separate from public areas?
5. Is access to work area only through a reception area?
  - a. If so, does the reception area design prevent unauthorized entry to work areas?
6. Could a distressed worker be heard calling for assistance?
7. Can workers/receptionists view clients in the reception area?
8. Do areas used for client interviews allow co-workers to observe problems?
9. Are waiting areas and work areas free from objects that could be potential weapons?

10. Are chairs and other furniture secured to prevent them from being used a potential weapon?
11. Is furniture in offices and waiting areas arranged to prevent employees from becoming trapped?
12. Are private restrooms available for staff?
13. Do employees have a secured area for their personal belongings?
14. How many employees have keys to access secure entrances/exits?
15. How many public entrances are there?
16. How many levels are there comprising the facility?

#### **Security Measures**

1. Are there physical barriers? (Plexiglas partitions, elevated counters, bullet proof windows)
2. Are there security cameras or closed circuit TV in high-risk areas?
3. Are there panic buttons?
4. Are there alarm systems in place?
5. Are there metal detectors?
6. Do office doors lock?
7. Can the internal phone system activate Emergency assistance?
8. Are the office phones pre-programmed to dial 911?
9. Are convex security mirrors used?
10. Does the office have secured entry into reception areas? (Buzzers)

#### **Outside the Facility**

1. Are workers safe walking to and from the building?
2. Are building entrances clearly visible from the street?
3. Is the area surrounding the building free from bushes and other hiding places?
4. Are there video cameras on the building exterior?
5. Is there a nearby parking lot reserved for employees only?
6. Is the parking lot free of bushes and hiding places?
7. Have neighboring facilities and businesses experienced violence or crimes?

#### **Workplace Procedures**

1. Is public access to the building controlled?
2. Are floor plans posted showing entrances, exits, and secure locations?
3. Are special measures taken to protect staff who work late?
4. Are clients or visitors escorted to office appointments?
5. Are authorized visitors required to wear ID badges?
6. Does all staff wear IDs that omit personal information such as last name?
7. Are all workers informed of past violent actions by clients and patients?
8. Is there an established liaison with local, parish or state police?
9. Are waiting times for client services kept short to prevent frustration?
10. Are dysfunctional security devices repaired quickly?
11. Are any and all security devices checked regularly to ensure that they are functioning properly?
12. Is there cellular service available from inside the facility?



## **Louisiana Neighborhood Place Services**

### **List of Proposed Services**

*The services offered at every Neighborhood Place site will be unique and based on the needs of the community.*

Truancy intervention/student achievement  
Housing assistance  
Child care assistance and referral  
Medicaid/LaCHIP  
TANF  
Food stamps  
LIHEAP  
Workforce development  
WIC  
Nurse Family Partnerships / Early Steps  
Prescription Assistance Program  
Child welfare prevention services  
Vocational rehabilitation services  
Addiction counselors  
English as a Second Language classes  
Transportation services  
Commodity Supplemental Food Program (CSFP)  
Family planning  
Sexually transmitted diseases prevention/services  
HIV/AIDS  
Immunizations  
Adult education  
Health insurance access  
Physical health  
Behavioral health  
Public health  
Elderly affairs  
Diversion services to keep youth out of formal court proceedings  
Juvenile Justice youth and parent meetings to obtain pertinent case information  
Youth and parent group orientation for all new probationers.  
Routine office visits and/or monthly contacts with youth and parents



## **Worker Safety Recommendations for All Sites**

The number one tool all employees have at their disposal for protection is their mind. Each employee should be required to attend a Safety Training course. Many potentially dangerous situations can be avoided and employees can be better equipped to manage situations that can't be avoided, provided they are trained to have the proper mindset. Equally important is the need for employees to be trained to recognize signs leading up to a dangerous or violent situation and have the verbal, mental and physical tools to put them safely away from the given situation.

Each Neighborhood Place site shall select a Safety Coordinator. The Safety Coordinator will work with staff to develop a local Neighborhood Place Safety Plan. The Emergency Response Plan will be specific to the local Neighborhood Place site. The Safety Coordinator will take the lead in informing staff about new safety policies, procedures and ongoing safety meetings and trainings. The plans must include emergency escape routes, assembly points after evacuation, and employee head count responsibility. Separate plans should be included for tornado, fire, earthquake and human threat. Plans should be rehearsed at least quarterly. While this may seem excessive, studies within law enforcement clearly demonstrate that employees will react to stressful situations the way they have been trained to react to a specific threat.

Office locations should be evaluated annually with a standardized assessment instrument that considers both potential threats to employees, training needs of employees, and building related concerns, as well as the standard OSHA and state specific requirements. This approach ensures the office environment and culture of safety is a priority of the agencies involved.

As site locations and layout of employee and client spaces are considered, the agencies must be mindful of "free access" to the building. A security barrier such as a front office counter, glass wall, or security door can provide the additional security needed to protect the staff at the greeting/reception area.

### **Employee Entrance and Exit**

Entrances and exits, separate from the clients, are strongly recommended. The entry/exit doors should be steel cased doors with magnetic keypad locks on the exterior and push bars on the interior. Each of these doors should have a peephole installed. The keypad lock at any point on the building allows the supervisor to change the code on the lock in the event that the code is compromised, an employee retires, or an employee is terminated. This is an extremely desirable characteristic.

Each office should develop a sign in/sign out procedure for everyone entering or exiting the building. The sign out/sign in sheet should require visitors to print their name, date of birth,



current address, and present photo identification. Visitors would then be required to wear a visitor's badge. The ability to control access to the building via a secured waiting area would greatly enhance this system.

Each office should develop a sign in/sign out sheet for employees who are required to do field investigations and visit homes as part of their daily duties. The sheet or board should be located in an inconspicuous place away from the public or client's view. The sheet or board should include the time of the employee's departure, the anticipated time of return to the office, the actual physical address of the location being visited by the employee, and the reason for the visit. This system is only as effective as the employees utilizing the sign in/sign out sheet/board.

Employees must notify the office advising if there is a change in plans or if they have left the intended site. This information should be updated on the board by office staff.

Placement of the employees' office furniture requires additional consideration. Employees should consider arranging the furniture in their respective office/workspace in order to provide them with a tactical advantage over clients while in the office. This arrangement would simply place the worker closer to the door than the client. A safe exit for the employee would be more probable should a violent encounter occur. This simple, cost effective step would greatly enhance the safety of the employee.

Each office should develop a working relationship with local law enforcement. It would be advantageous for each office to have at least one contact person with the local enforcement serving their respective area.

These recommendations are general and deemed to be the minimum considerations for any/each potential site locations. Individual locations may require additional and specific considerations based on the age and condition of the office, and whether the leased space is existing prior to the Neighborhood Place planning and development phase.

## Neighborhood Place State Leadership Team Charter

### Issue Statement

Act No. 775 of the 2008 Regular Session of the Legislature directs Neighborhood Place (NP) to promote the working together of community and governmental entities to ensure healthy, educated, safe and self-sufficient families through a system of blended, accessible services in a particular neighborhood. In order to effectuate the most effective NP plan, the secretaries for the Department of Health and Hospitals, the Department of Social Services, the Louisiana Workforce Commission, the deputy secretary for youth services of the Office of Juvenile Justice, and the state superintendent of Education and their designees, i.e., the State Leadership Team, shall collaborate to guide community and governmental entities toward this goal. In cooperation with local governmental and community organizations, a NP shall be established in one of the nine regional service areas as defined in R. S. 46:52.1 by the end of Fiscal Year 2008-2009.

### Motivation

Louisiana's citizens will benefit from a holistic approach to varied human social services. NP will work with communities to provide blended and accessible health, education, employment and human services that support children, families and individuals in their progress toward self-sufficiency as directed by Act 775. Each NP shall operate with shared accountability that citizens realize faster, lasting results of safety, educational security, independence and self sufficiency.

The state's current design, infrastructure, operations and service delivery venues are set up to meet stand-alone needs. Traditionally, state agencies have operated separately from private community and faith-based entities. The goal of this group is to make certain that the delivery of integrated case management and service integration shall be in accordance with the statutory authority of each agency or department and that targeted outcomes will be attained.

### Model

Neighborhood Place is a way of delivering services and will provide a network of accessible, family-friendly, and results-oriented "one-stop" service delivery centers that promote self-sufficiency. NP introduces not only state services in one place, but also welcomes community and faith based organizations. Expertise and program integrity among each state service will continue to be valued. At the same time, the needs of our citizens must be the priority. Providing a consistent framework within which NP can develop will be important to overall success. The role of the State Leadership Team is to coordinate the delivery of integrated case management and service integration and to instill mutual accountability among all participating organizations. The State Leadership team shall work with local governmental and community organizations to be engaged with the state to expand the Neighborhood Place model to additional sites in multiple regional service areas.

### Duties

The state leadership team shall:

- 1) Identify opportunities and implement recommendations regarding human services integration
- 2) Provide plans to execute the collective recommendations of these departments

- 3) Lead execution of service integration plans to include:
  - a) Comprehensive screening for needs, coordinated assessment and referrals in multiple areas including, but not limited to the following:
    - i. Academic challenges
    - ii. Behavioral problems
    - iii. Family stability
    - iv. Alcohol and drug abuse
    - v. Domestic violence
    - vi. Mental health concerns
    - vii. Employment and training
    - viii. Food and shelter
  - b) Screening, eligibility and redeterminations for temporary assistance programs, Medicaid and food stamps
  - c) Data sharing capabilities among participating agencies for the purposes of service delivery and statistical research
  - d) Child abuse intervention and prevention
  - e) Student attendance support
  - f) Other local human services
- 4) Identify targeted outcome results of service integration
- 5) Attain regular measures of performance relative to the targeted outcomes of service integration
- 6) Establish subcommittees necessary for the work to be done by the state leadership team.

The guiding principles for the work of the state leadership team shall be to:

- 1) Support community human service endeavors that transcend and strengthen any single agency's mission
- 2) Recognize that collaboration occurs among people
- 3) Encourage agencies to fully cooperate through productive dialogue and action that dissolves barriers and advances more effective service delivery
- 4) Promote a commitment to collaboration at every level of participating organizations
- 5) Recognize the diversity of both the community to be served and the providers
- 6) Recognize and address the obstacles local agencies, organizations or institutions will face in this process
- 7) Instill mutual accountability among all participating organizations measured qualitatively and quantitatively
- 8) Promote maximization of state general fund investments and increase the state's return on investments
- 9) Prevent fraud and abuse to ensure funds are appropriately utilized

The services to be addressed by the state leadership team may include:

- 1) Student achievement
- 2) Truancy intervention and dropout prevention
- 3) Family safety and stability

- 4) Foster care and adoption
- 5) Prenatal and early childhood care
- 6) Preventative health care
- 7) Behavioral health
- 8) Adult education and job training
- 9) Vocational rehabilitation

The leadership team is to ensure that goals of this human services integration model are targeted with measurable outcomes at the baseline of implementation and that they be tracked during quarterly periods throughout the life of integrated human service delivery operations.

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## **Charter for Neighborhood Place Research and Evaluation Subcommittee**

### **Issue Statement**

Neighborhood Place (NP) promotes the working together of community and governmental entities to ensure healthy, educated, safe and self-sufficient families through a system of blended, accessible services in a particular neighborhood. In order to effectuate the most effective NP plan, research and evaluation of data is critical.

### **Motivation**

Louisiana's citizens will benefit from a holistic approach to varied human social services. NP will work with communities to provide blended and accessible health, education, employment and human services that support children, families and individuals in their progress toward self-sufficiency.

The state's current design, infrastructure, operations and service delivery venues are set up to meet stand-alone needs. Traditionally, state agencies have operated separately from private community and faith-based entities. The goal of this group is to make certain that all persons hear the same clear and concise message from all service points. All services provided in the Neighborhood Place are customer friendly, results oriented, effective and efficient.

### **Model**

Neighborhood Place is a way of delivering services and will provide a network of accessible, family-friendly, and results-oriented "one-stop" service delivery centers that promote self-sufficiency. NP introduces not only state services in one place, but also welcomes community and faith based organizations. Expertise and program integrity among each state service will continue to be valued. At the same time, the needs of our citizens must be the priority. Providing a consistent framework within which NP can develop will be important to overall success. The work of the communications data group will be to compile a message that represents both public and private entities, determine outcomes, and design customer feedback forms, etc.

### **Duties**

The NP Research and Evaluation Subcommittee shall consider the use of administrative data, public use data (such as the census) and survey data. The subcommittee will make



recommendations on data collection, research methodologies, as well as conduct or oversee research on the following elements:

- I. Site selection decisions and tracking, such as:
    - a. Use of state services by neighborhood (at ZIP Code or neighborhood level) - for post-implementation comparison
    - b. Baseline demographic and socioeconomic data (at ZIP Code or neighborhood level) - for post-implementation comparison
    - c. Assess unmet service needs based on quantitative data and focus groups or surveys of neighborhood leaders/community board
  - II. Clients served, such as:
    - a. Demographic data
    - b. Client satisfaction
    - c. Client outcomes
  - III. NP model of collaboration, such as:
    - a. Staff satisfaction
    - b. Staff ratings of collaboration and coordination
- 

## **Charter for Neighborhood Place Communications Subcommittee**

### **Issue Statement**

Neighborhood Place (NP) promotes the working together of community and governmental entities to ensure healthy, educated, safe and self-sufficient families through a system of blended, accessible services in a particular neighborhood. In order to effectuate the most effective NP plan, effective communication with the public is crucial.

### **Motivation**

Louisiana's citizens will benefit from a holistic approach to varied human social services. NP will work with communities to provide blended and accessible health, education, employment and human services that support children, families and individuals in their progress toward self-sufficiency.

The state's current design, infrastructure, operations and service delivery venues are set up to meet stand-alone needs. Traditionally, state agencies have operated separately from private community and faith-based entities. The goal of this group is to make certain that all persons hear the same clear and concise message from all service points.

### **Model**

Neighborhood Place is a way of delivering services and will provide a network of accessible, family-friendly, and results-oriented "one-stop" service delivery centers that promote self-sufficiency. NP introduces not only state services in one place, but also welcomes community and faith based organizations. Expertise and program integrity among each state service will continue to be valued. At the same time, the needs of our citizens must be the priority. Providing a consistent framework within which NP can develop will be important to overall success. The



work of the communications group will be to compile a message that represents both public and private entities.

#### **Organization**

The subcommittee shall work at the direction of the Neighborhood Place Executive Committee and make recommendations to that leadership body.

#### **Duties**

The Communications Subcommittee shall:

- Develop an approved and mutually agreed upon logo
- Develop brochures that provide a consistent message about services available at the NP
- Create standardized talking points for use in public relations and media, including PowerPoint and other presentation materials
- Develop and create a separate, single NP web site

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## **Charter for Neighborhood Place IT Requirements Subcommittee**

#### **Issue Statement**

Louisiana is committed to providing excellent services to citizens and to establishing efficient business processes. Neighborhood Place will provide a single location for multiple services to partner together for collaborated holistic services. Providing technical connectivity for all partners will ensure the delivery of quality services.

#### **Principles**

- Provide internet connectivity for all partners
- Improve technical data sharing among partners
- Address diverse technical needs of all community partners
- Work together with all partners to make Neighborhood Place a reality

#### **Duties**

- Establish baseline software needs for all partners
- Identify potential technical gaps and work to provide solutions
- Provide H drive access for DSS
- Allow for growth and improvement
- Evaluate NP partner satisfaction
- Evaluate effectiveness of IT components provided



## **Charter for Neighborhood Place Training and Curriculum Development Subcommittee**

### **Issue Statement**

Neighborhood Place (NP) promotes the working together of community and governmental entities to ensure healthy, educated, safe and self-sufficient families through a system of blended, accessible, services in a particular neighborhood.

In order to have a productive, efficient, effective, cohesive work group, policies and procedures must be clearly defined. In addition roles, responsibilities and duties must be written. Employees must be properly trained on the NP vision, philosophy and concepts.

### **Motivation**

Louisiana's citizens will benefit from a holistic approach to varied human social services. NP will work with communities to provide blended and accessible health, education, employment and human services that support children, families and individuals in their progress toward self-sufficiency.

The state's current design, infrastructure, operations and service delivery venues are set up to meet stand-alone needs. Traditionally, state agencies have operated separately from private community and faith-based entities. The goal of Neighborhood Place is to make certain that all employees of Neighborhood Place are adequately trained to provide child centered, family focused culturally responsive services.

### **Duties**

The Training and Curriculum Development Subcommittee shall:

- Review the policies and procedures for the NP Sites
- Identify, discuss, present and select training topics
- Review, develop and/or select curriculum for training NP employees
- Develop a plan for conducting NP training

## Neighborhood Place Interagency Communications Plan

### Goals

- 1) To make recommendations to the Leadership Committee regarding objectives and strategies of a communications plan designed to disseminate the vision, mission and service deliveries of Neighborhood Place to a target audience of government officials, news media, staff and the general public via various events, publications, print, broadcast and electronic media; and
- 2) To implement directives received from the Leadership Committee.

### Communications Plan

Objective	Strategy	Assigned to	Deadline
Publications	a. Brochure c. Bus Stop benches		
Electronic media	a. Web site b. PowerPoint c. Logo		
Print media	a. Talking points b. Press releases c. E-mails to staff d. E-mails to legislative committees e. Community, faith-based leaders f. Letters to the editor		
Broadcast media	a. TV morning shows b. Radio talk shows c. PSA		
Events	a. Bill signing b. Ribbon cutting c. Editorial boards		

## Neighborhood Place Marketing Strategy LOCAL

### Tentative launch date: As centers are identified

E-mails to community, faith-based leaders (local)
E-mails to staff (local)
E-mails to legislators (local)
Visit editorial boards (local)

Letters to editors (local)
Press release (local media)
Ribbon cutting (day of center opening—VIPS invited)
Morning TV shows (local leaders)
Talk radio shows (local leaders)
Public service announcements (local media)**
Bus stop benches (local)**
Insert brochure in mail to agency customers (local)**
Distribute brochures at agency walk-in offices (local)

**\*\*Identified as needing funding**

## Neighborhood Place Partner Collaboration Policy

### **Definition:**

"Collaboration is a mutually beneficial and well defined relationship entered into by two or more organizations to achieve results they are more likely to achieve together than alone."

Definition used by Michael Winer in two major training events: NP Annual Meeting (October 1999), and a joint NP/FRYSC training (November 1999).

### **Guiding Principles:**

- Support community endeavors that transcend and augment any single agency's mission.
- Recognize that collaboration occurs among people, not among institutions.
- Encourage agencies to fully cooperate and dissolve barriers which prohibit effective service delivery.
- Encourage dialogue among the service providers to identify issues for collaboration.
- Promote the commitment to collaboration at every level of the organization.
- Focus on the long-term impact rather than on the quick fix.
- Recognize the diversity of both the community to be served and the providers.
- Recognize and address the obstacles local agencies, organizations, or institutions will face in this process.

*Excerpt from original "Collaboration Policy" developed by a workgroup prior to First NP opening in 1993.*

## Measuring Up – The National Report Card on Higher Education – 2006 State Comparison Reports

### Louisiana 2006 National Report Card for Higher Education

#### Leading Indicators

	Louisiana	U.S.
Projected % change in population, 2005-2020	4%	14%
Projected % change in number of all high school graduates, 2002-2017	-11%	8%
Projected budget surplus/shortfall by 2013	-11%	-6%
Average income of poorest 20% of population (2004)	\$2,668	\$3,118
Children in poverty (2004)	32%	18%
Percent of population with less than a high school diploma or equivalent (2004)	21%	14%
New economy index (2007) <sup>a</sup>	25	50

<sup>a</sup> The new economy index is a composite index for an economy's ability to attract and retain high-paying, knowledge-based jobs. It is based on a number of indicators, including the following:

STATE COMPARISON RESULTS: RAW SCORES PREPARATION															
STATE NAME	Grade	High School Enrollment	Math Course Taking (grades 9-12)	Science Course Taking	Algebra I Grade 12	Math Course Level 2 (grade 12)	Math Proficiency	Reading Proficiency	Science Proficiency	Writing Proficiency	Math Proficiency Among Low Income	College Entrance Exam	Advanced Placement Exams	Postsecondary Major in Subject	
Louisiana (1994)	Grade not Calculated	14%	10%	8%	5%	6%	7%	13%	11%	10%	25%	33	23	6%	
Louisiana (2006)	C	30%	12%	29%	8%	6%	30%	13%	13%	18%	30%	14%	56	56	51%

STATE COMPARISON RESULTS: RAW SCORES PARTICIPATION			
STATE NAME	Grade	Change for College	Young Adult Enrollment
Louisiana (1994)	Grade not Calculated	20%	15%
Louisiana (2006)	C	33%	23%

STATE COMPARISON RESULTS: RAW SCORES COMPLETION					
STATE NAME	Grade	Students Enrolling at 2-Year Colleges	Students Returning at 4-Year Colleges	Bachelor's Degree Completion (by 3 years)	Bachelor's Degree Completion (by 6 years)
Louisiana (1994)	Grade not Calculated	0%	0%	0%	12%
Louisiana (2006)	C	42%	72%	64%	94%

<sup>a</sup> Measuring Up – The National Report Card on Higher Education

<http://measuringup.highereducation.org/reports/stateProfileNet.cfm?myYear=2006&stateName=Louisiana&cat=AI> (accessed February 6, 2009)



## Measuring Up – Louisiana Underperforms in Educating its Young Population

News Room: State Press Releases

EMBARGOED FOR RELEASE:

September 7, 2006

### State News Summary: Louisiana

#### Louisiana Underperforms in Educating Its Young Population

San Jose, Calif., and Washington, D.C. - Louisiana's underperformance in educating its young population could limit the state's access to a competitive workforce and weaken its economy over time. The high cost of college presents a barrier to enrollment for low- and middle-income families, and Louisiana trails other states in preparing students for and enrolling them in college.

These are among the major findings of Measuring Up 2006: The National Report Card on Higher Education released today by the independent, nonpartisan National Center for Public Policy and Higher Education. According to the report:

The chance that a high school student will enroll in college by age 19 remains low, despite one of the steepest increases among the states on this measure. Only 33% of 9<sup>th</sup> graders are enrolled in college four years later. Also, only 58% of students graduate from high school within four years - among the lowest in the country.

Net college costs for low- and middle-income students to attend public four-year colleges represent about one-third of their annual family income. (Net college costs equal tuition, room, and board after financial aid.) These families earn on average \$16,834 annually. These institutions enroll 62% of college students in the state.

Very small proportions of 11<sup>th</sup> and 12<sup>th</sup> graders score well on Advanced Placement tests and college entrance exams.

Among young adults (ages 18-24), whites are twice as likely as non-whites to be enrolled in college. In addition, young adults from high-income families are more than twice as likely to attend college as those from low-income families.

Louisiana is surpassed by many nations in the proportion of students who complete certificates or degrees. With only 15 out of 100 students enrolled completing a degree or certificate, the state lags such nations as Hungary, Poland, and the Slovak Republic.

"Our future educational and economic leadership are in jeopardy if the nation's young population - those already in the workforce and those still in the educational pipeline - do not keep pace with the levels of college access and completion of earlier generations, and with the accelerating pace of college education throughout the world," said Patrick Callan, president of the National Center. "Measuring Up 2006 provides state policymakers and higher education leaders with a clear understanding of where postsecondary education needs to improve in their state."

<sup>2</sup> State of Louisiana press release September 7, 2006

The grades in the report card are based on quantitative measures; each state is graded on six areas of performance. For the first time, this edition of Measuring Up includes international comparisons for each of the 50 states and the United States as a whole on their performance in providing postsecondary education.

Forty-one states received an "Incomplete" in Learning, a category that evaluates what is known about student learning as a result of education and training beyond high school. For these states, it is not possible to measure the state's educational capital - the reservoir of high-level knowledge and skills that benefit each state - due to inadequate data.

Louisiana's Grades  
Preparation F  
Participation C-  
Affordability F  
Completion C-  
Benefits D-  
Learning Incomplete

Measuring Up 2006 includes a national report and 50 state reports. The national report summarizes the nation's current performance in higher education, as well as improvements or declines in performance over the past decade. The individual state reports offer a detailed look at higher education in each state. Measuring Up 2006 follows up on previous editions of the report card released in 2000, 2002, and 2004.

Upon the release of Measuring Up 2006 on September 7, the national and state reports will be available on the National Center's Web site at [www.highereducation.org](http://www.highereducation.org). The Web site also offers state-by-state comparisons and information about the methodology used in Measuring Up 2006.

The National Center for Public Policy and Higher Education promotes policies that enhance Americans' opportunities to pursue and achieve a quality higher education. Established in 1998, the National Center is an independent, nonprofit, nonpartisan organization. It is not associated with any institution of higher education, with any political party, or with any government agency.

## APPENDIX E: NEIGHBORHOOD PLACE OUTCOME MEASURES

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Education (DOE) Dropout Rate						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Decrease the number of absences	Decrease the average number of absences for the schools within the NP Service area by 10% by the end of the first full school year after implementation	Number of absences	Daily attendance records/entered by individual school personnel	For the 2007-08 School Year	During September 2009 for the 2008-09 School Year	School and LEA Personnel
Decrease the Number of Students Suspended or Expelled from School	Decrease the Average Number of Students Suspended or Expelled from School for the Schools within the NP Service Area by 10% by the End of the First Full School Year after Implementation	Number of Students Suspended or Expelled from School	Daily attendance records/entered by individual school personnel	For the 2007-08 School Year	During September 2009 for the 2008-09 School Year	School and LEA Personnel

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Health and Hospitals / Office for Addictive Disorders (OAD)						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Increase public access to information about addiction and available addiction treatment and prevention services	Increase the number of referrals to the OAD community based outpatient clinic(s) within the NP service area by 5% by the end of the first year of operation of the NP	Number of referrals	OAD Information Management Systems	Baseline number of referrals established within the twelve (12) months prior to implementation of NP	End of first year of operation of NP	Office for Addictive Disorders

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Health and Hospitals / Office of Aging and Adult Services (OAAS)						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Health and Hospitals / Office for Citizens with Developmental Disabilities (OCDD)						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Increase awareness of the supports and services available to people with developmental disabilities and their families	Increase number of applications of people with developmental disabilities	Number of referrals to OCDD from Neighborhood Place	Number of referrals to OCDD from Neighborhood Place	None	Quarterly	OCDD Regional Offices/Districts/Authorities

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Health and Hospitals / Office of Mental Health (OMH)						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Increase public access to information and referral for community-based mental health services	Increase the number of referrals to the OMH community mental health centers within the Neighborhood Place service area by 5% by the end of the first year of operation	Number of referrals from NP	OMH-IIS(Office of Mental Health Integrated Information System) source of referral would need to be modified to indicate NP as the source	FY 08-09 number of referrals (may serve as a baseline)	End of first year of operation of NP	OMH - Office of Mental Health

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Health and Hospitals / Office of Public Health (OPH)– Family Planning Program (FP)						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Reduce unintended and teen pregnancy in LA	100% of adolescent and LEP clients receive an appointment within 28 days	Teen pregnancy rate	Mystery caller and number of adolescent served	August - 08	Annual	Continuous Quality Improvement (CQI) Coordinator
Promote health seeking behavior and disease prevention among the medically underserved	Strengthen FP clinics ability to address the needs of clients from diverse populations	Distribute reproductive health education material that is culturally and language appropriate	Number and type of materials distributed; number of internet sites for materials	September-08	On-Going	Health Education and Outreach (HEO) Coordinator
Enhance integration of HIV/AIDS service and prevention into FP services	Increase HIV screenings of patients and the number of HIV tests completed each year by 30% from 1108 to 1440	Number of clients reporting to know their status based on chart review	HIV data report / number of HIV tests given	August - 08	Annual	CQI Coordinator
Increase family involvement in reproductive health care	Ensure 100% encounters with minors include appropriate counseling and documentation of family involvement in minors FP decision	Adolescent counseling completed	Annual site assessment	November 2008 (Scheduled)	Annual	CQI Coordinator

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Health and Hospitals / Office of Public Health – HIV-Aids Program						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Decrease the number of new HIV infections	Provide HIV testing to 95% of NP clients who have never been tested and on a yearly basis thereafter, if sexually active	Percentage of clients that have had an HIV test and if sexually active, have been tested in the last year	Daily clinic information and testing numbers from HIV/Aids program	3rd Quarter 2008	Quarterly Basis	Agency conducting testing
Increase the percentage of persons who are HIV infected that are in care	Ensure that 100% of NP clients who indicate they are HIV positive or test HIV positive, are referred to medical care and followed up to ensure access to care	Percentage of HIV positive persons that are in medical care	Percentage of HIV positive persons in the target area that have had a CDR and/or viral load laboratory test within the last year or confirmation of accessing services	3rd Quarter 2008	Quarterly Basis	Agency conducting testing

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Health and Hospitals / Office of Public Health – Immunization Services						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Enroll in the Vaccines for Children Program and utilize the Louisiana Immunization Network for Kids Statewide (LINKS) to routinely archive immunization historical data. Provide immunization services from birth through 18 years of age in accordance to the LA Immunization Program policies and procedures protocol and utilize LINKS	To increase the rate of immunization by ensuring that all eligible individuals receive their vaccination on time	Improve 0-18 year old immunization rates	Measure Immunization rates in LINKS; be in compliance with Vaccines for Children Annual Quality Assurance Evaluation	None for the location	Annual basis but these sites need to enroll first	The immunization program will provide enrollment documents upon request that provider must fill out; perform introductory visit to ensure that the site meets requirements; provide best practice education / information at least on annual basis perform a quality assurance visit

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Health and Hospitals / Office of Public Health – MCH / Family Partnership						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Increase referrals to Nurse Family Partnership Program (NFP)	Increase by 10% the referral rate of clients to NFP in the area serviced by NP	Number of referrals with referral source of "other" in that site serviced by NP	NFP clinical information system and quarterly summary tables	Third Quarter 2008	Annually - State FY End	NFP supervisor for NFP site / area serviced by NP; NFP management staff

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Health and Hospitals / Office of Public Health – Women, Infants and Children (WIC)						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Educate and inform pregnant women enrolled in WIC on the benefits of breastfeeding	Pregnant women enrolled in WIC will be provided information about and referrals to the WIC Breastfeeding Peer Counselor as needed	Number of referrals received from NP	Number of referrals collected by State Breastfeeding Peer Counselor Supervisor	Six (6) months after implementation of NP	End of Federal Fiscal Year	State Breastfeeding Peer Counselor Supervisor
Provide WIC services to all qualified applicants within mandated time frames	WIC Provided to All Qualified Applicants	Total number of WIC participants	WIC Participation Report	September 2008	Monthly	Assistant Chief Nutrition Services
Provide information regarding Commodity Supplemental Food Program (CSFP)	Number of participants enrolled in CSFP is stable or increasing	Total number of CSFP participants	CSFP Participation Report	September 2008	Monthly	CSFP Program Manager

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Health and Hospitals / Office of Public Health – Women, Infants and Children (WIC)						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Educate and inform pregnant women enrolled in WIC on the benefits of breastfeeding	Pregnant women enrolled in WIC will be provided information about and referrals to the WIC Breastfeeding Peer Counselor as needed	Number of referrals received from NP	Number of referrals collected by State Breastfeeding Peer Counselor Supervisor	Six (6) months after implementation of NP	End of Federal Fiscal Year	State Breastfeeding Peer Counselor Supervisor
Provide WIC services to all qualified applicants within mandated time frames	WIC Provided to All Qualified Applicants	Total number of WIC participants	WIC Participation Report	September 2008	Monthly	Assistant Chief Nutrition Services
Provide information regarding Commodity Supplemental Food Program (CSFP)	Number of participants enrolled in CSFP is stable or increasing	Total number of CSFP participants	CSFP Participation Report	September 2008	Monthly	CSFP Program Manager



NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Office of Juvenile Justice (OJJ)						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Reducing recidivism	Increase the number of youth who comply with court orders and service plans	Number of youth on probation or parole who return to OJJ or DOC within eighteen (18) months or sixty (60) months	JIRMS Recidivism Report and Databook (DYS)		End of fiscal year or eighteen (18) months for release date and sixty (60) months from release date	OJJ IT Department
Increase prevention, intervention and aftercare resources for youth in the community	Identify and establish partnership with faith-based community, business, local service agencies, schools and universities	Number of youth served in prevention and diversion programs; number of youth served in non-residential programs; number of youth receiving GED; number of youth receiving vo-tech certificates	Weekly census report for non-secure. Report from education		Weekly reports	IT
Increase family participation	Increase the number of families receiving videos	Number of families receiving videos and guidelines; number of families participating in staffings; number of families receiving OJJ orientation via video conference; number of family contacts by probation officers	Number of families participating in programs; number of families participating in staffings	Current sign-in sheets; case management; DYS Databook and Case Management		Regional Offices/IT
Improving compliance to court orders and service plans	Reduce the number of youth referred to secure care	Improve access to services; reduce the number of youth on probation or parole committed to secure care	Reduce the secure pending list. Reduce the number of youth moving from probation to secure	JIRMS Database	Monthly reports	IT

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Social Services / Office of Community Services (OCS)						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
To improve by two (2) percentage points in one (1) year	Absence of child abuse and/or neglect allegation within six (6) months of prior substantiated allegation	The percent of unduplicated valid child victims with an open date in the first six (6) months of the report start date having a second valid allegation within six (6) months	Webfocus federal measure drilldown reports	Available weekly	One (1) year period	OCS State Office QA and Research Section
To improve by two (2) percentage points in one (1) year	Exits to reunification in less than twelve (12) months (Percentage of cases)	Of all children discharged from foster care to reunification during reporting period who had been in foster care for eight (8) days or longer, the percent reunified in less than twelve (12) months from the date of the latest removal from home	Webfocus federal measure drilldown reports	Available weekly	One (1) year period	OCS State Office QA and Research Section
To improve by one (1) month in one (1) year	Exits to reunification in less than twelve (12) months (Median time in care)	Of all children discharged from foster care to reunification during reporting period who had been in foster care for eight (8) days or longer, the median length of stay for those reunified in less than twelve (12) months from the date of the latest removal from home	Webfocus federal measure drilldown reports	Available weekly, but is best measured over a one (1) year period	One (1) year period	OCS State Office QA and Research Section

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Social Services / Office of Community Services						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
To improve by two (2) percentage points in one (1) year	Re-entries to foster care in less than twelve (12) months.	Of all children discharged from foster care to reunification in the twelve (12) month report period, the percent that re-entered foster care in less than twelve (12) months from the date of discharge	Webfocus federal measure drilldown reports	Available weekly, but is best measured over a one (1) year period	One (1) year period	OCS State Office QA and Research Section

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Social Services / Office of Family Security/ Child Care Assistance Program						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Process Child Care Program applications timely according to agency guidelines	Comply with the timeliness guidelines established by the Office of Family Support	Timely process 100% of Child Care Assistance applications within time frames	<u>Numerator</u> : number of applications pending over 30 days <u>Denominator</u> : number of applications approved and number of applications rejected	10/1/2008	Monthly	Child Care Assistance Program

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Social Services / Food Stamp Program (FSP)						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Increase food stamp recipient rate	Increase the number of food stamp recipients	Food stamp recipient rate should be equal to or greater than 70%	<u>Numerator</u> : food stamp recipients included in certification. <u>Denominator</u> : estimated population below 125% of poverty level (Current US Census Poverty Data)	11/1/2008	Monthly	Food Stamp Program Staff
Increase food stamp accuracy rate	Decrease the number of food stamp program payment errors.	Decrease the food stamp error rate at or below the national average.	Cases sampled by Quality Control Section	July 2008 Sample Month	Monthly	Quality Control Section
Process food stamp applications timely according to federal guidelines	Comply with the timeliness guidelines established by the Food and Nutrition Services (FNS)	Timely process 100% of food stamp applications within time frames	<u>Numerator</u> : number of applications pending over 30 Days. <u>Denominator</u> : number of applications approved and applications rejected.	10/1/2008	Monthly	Food Stamp Program Staff

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Department of Social Services / Rehabilitation Services						
Goal(s)	Outcome(s)	Outcome Measures (Indicator)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Example: Decreased unexcused absences	Decrease the average of unexcused absences for the schools within the NP Service area by 10% by the end of the first full school year after implementation	Number of unexcused absences	Daily attendance records/entered by individual school personnel	Spring Semester 2008	End of Semester Fall/Spring	School Contact(s)
Increase the number of individuals with disabilities employed	Increase the number of applicants	Number of applicants	Number of applicants in AWARE	9/30/2008	Quarterly	LA Rehabilitation Services
	Increase the number of individuals determined eligible	Number of individuals determined eligible	Number of eligibles in AWARE	9/30/2008	Quarterly	LA Rehabilitation Services
	Increase the number of new plans of service	Number of new plans of service	Number of new plans of service in AWARE	9/30/2008	Quarterly	LA Rehabilitation Services
	Increase consumer's weekly wages by 250% from acceptance to closure	Consumer's average weekly earnings at closure	Consumer's weekly earnings at closure as documented in AWARE	9/30/2008	Quarterly	LA Rehabilitation Services
	Increase number of individuals successfully rehabilitated	Number of individual's successfully rehabilitated	Number of individuals closed successfully in AWARE	9/30/2008	Quarterly	LA Rehabilitation Services

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES						
Louisiana Work Force Commission / Services for the Neediest Populations (e.g., Ex-Offenders, Out-of-School Youth, Single Mothers, etc.)						
Goal(s)	Outcome(s)	Outcome Measures (Interim-Indicators)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Work force Development	1. Increased overall participation in local programs among target populations 2. Increased rate of program completion among target population 3. Increased number of target populations' transition to progressively appropriate services	Increased numbers of target populations' enrollment in alternative education programs: * GED completion and high school diploma attainment *Pursuing higher education, vocational education, military services *Enrollment in occupational skills training *Successfully passing industry based certification testing *Career placement and retention within same occupation	LWC's LAVOS Web-based comprehensive service provider management software	Fall 2008	Quarterly	
Supportive Services	1. Increased overall participation in local programs among target populations 2. Increased rate of program completion among target Population 3. Increased number of target populations' transition to progressively appropriate services	Increased numbers of target populations' attainment of health care services and health insurance: *Having access to mental health services *Utilization of transportation programs *Utilization of affordable housing *Utilization of qualified day care services	LWC's LAVOS Web-based comprehensive service provider management software	Fall 2008	Quarterly	

NEIGHBORHOOD PLACE SERVICE OUTCOME MEASURES

Louisiana Work Force Commission / Services for the Neediest Populations (e.g., Ex-Offenders, Out-of-School Youth, Single Mothers, etc.) (Continued)						
Goal(s)	Outcome(s)	Outcome Measures (Interim Indicators)	Data Collection (Method/Source)	Date of Most Current Available	Timeframe for Reporting	Responsible Party
Life Skills	1. Increased overall participation in local programs among target populations 2. Increased rate of program completion among target population 3. Increased number of target populations' transition to progressively appropriate services	Increased numbers of target populations' participation in service learning community projects when appropriate: -Leadership development and their voices within our programs -Connection with adult mentors/life counselors -Utilization of life skills training -Utilization of parenting classes	LWC's LAVOS Web-based comprehensive service provider management software	Fall 2008	Quarterly	

## APPENDIX F: NEIGHBORHOOD PLACE SURVEY



### First Week Wrap-Up

**What is the purpose of this survey?** The purpose of this survey is to review our first week as Neighborhood Place for continuous quality improvement. This is a work in progress and we all need to continue working together to make it a success! Thank you in advance for your work and dedication to improving our Neighborhood Place.

**What will be done with the results?** This survey will remain **anonymous**. Please complete and print the survey and place it        so that the site based manager can pick up all surveys. The results will be reviewed with the community council and all staff.

Please select the box that represents the NP where you spend most of your time (select only one):

North ☐

South ☐

**(Adjust to represent correct NP site)**

**Instructions:** Please read carefully and **check** the box that best represents how you feel about each statement.

**“Team”** refers to **all** staff at your **current** Neighborhood Place.

STATEMENT:	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
1. I understand the NP mission and vision.					
2. I know enough about my team’s resources and expertise that I felt comfortable this week explaining them to clients.					
3. Day to day operations ran smoothly at our NP site.					
4. The transition of clients/customers ran smoothly at our NP site.					
5. The transition of agency representatives ran smoothly at this NP site?					
6. Communication between team members occurred naturally?					
7. Overall, our NP site is working well together to make NP a success?					

Please answer the following questions:

1. What did you like BEST about working at NP this week?
2. What do you think should be done to improve day to day function of NP for next week?
3. What suggestions, if any, do you have to improve team communication/collaboration for next week?
4. Additional comments/suggestions:

*Thank you for completing this survey!*



This survey will be conducted on line at 3, 6, 9, & 12 months from the original training date



## Team Collaboration and Initial Training Evaluation Survey

**What is the purpose of this survey?** The purpose of this survey is to promote improved team functioning in the spirit of continuous quality improvement, and help make progress toward the Neighborhood Place Mission and Vision.

**What will be done with the results?** Each Site Based Manager will receive the results for her/his specific Neighborhood Place and will discuss the results with staff to identify training needs, celebrate successes, and plan any actions needed to address barriers to the team's functioning. The Neighborhood Place Community Council will receive a report of overall results for all Neighborhood Places combined. These results will **NOT** be used to judge the performance of the staff or the Site Based Manager. All responses will be sent to the NP Leadership Team to review, develop and distribute all relative reports. **Site Based Managers are not to take this survey.**

Please select the box that represents the NP where you spend most of your time (select only one):

North ☐

South ☐

(Adjust to represent correct NP site)

Please indicate which agency you represent:

DSS/OFS ☐

DSS-OCS ☐

DHH ☐

OJJ ☐

LRS ☐

Other ☐

How much time per week do you spend at this NP site? (check one)

☐ 3-6 hours

☐ 8 hours

☐ 1.5 days

☐ 2 days

☐ 3 or more days

**Instructions:**

Please read carefully and **check** the box that best represents how you feel about each statement.

"Team" refers to **all** staff at your **current** Neighborhood Place.

STATEMENT:	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
1. I understand the NP mission and vision.					
2. I know enough about my team's resources and expertise to explain them to clients.					
3. I frequently consult with members of my team.					
4. I frequently work in cross-agency teams.					
5. I consistently link clients to non-NP services.					
6. I have a high degree of trust of my team members.					
7. Leadership roles at my NP are shared.					
8. There are effective procedures in place to guide team functioning.					
9. Communication between team members occurs naturally and spontaneously.					
10. I view my clients as partners in developing a service plan, setting goals, & measuring progress.					
11. I am able to meet both the expectations of NP and also the expectations of my home agency.					
12. I understand the roles and responsibilities of our Community Council.					
13. I need more interaction with our Community Council.					
14. I view our Community Council as a partner in working toward success of Neighborhood Place.					
15. Problems and conflicts that arise between team members are addressed adequately.					
16. I seek out opportunities to learn or try out something new.					
17. I am clear about how my roles connect with other team members' roles.					

This survey will be conducted on line at 3, 6, 9, & 12 months from the original training date

**Instructions:** Following are some characteristics of teams. Please read carefully and **check** the box that represents the best answer for each statement. Again, **“team”** refers to **all** staff at your **current** Neighborhood Place.

STATEMENT:	MOST	SOME	A FEW	NONE
1. Members of my team are committed to NP’s success.				
2. Members of my team are concerned about helping meet each other’s needs.				
3. There is a high degree of trust among team members.				
4. Team members frequently demonstrate personal respect for one another.				
5. Members of the team view their clients as partners in developing a service plan, setting goals, and measuring progress.				
6. My team experiments with different ways of doing things and is creative and flexible in its approach.				
7. Team members frequently discuss ways to improve their functioning in order to better serve clients/customers.				
8. My team recognizes and celebrates its successes.				
9. My team members have a clear sense of their own NP roles and responsibilities.				
10. Overall, the team is collaborating to the point of service integration, rather than working from a traditional approach.				

**Instructions:** Following are some questions pertaining to the day to day operations at your NP site. Please read carefully and **check** the box that represents the best answer for each statement.

STATEMENT:	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
1. Day to day operations run smoothly at our NP site.					
2. The transition of clients/customers runs smoothly at our NP site.					
3. The transition of agency representatives runs smoothly at this NP site.					
4. Staffing is conducted in a manner which all team members’ input is valued.					
5. Overall, our NP site is working well together to make NP a success.					

**Please answer the following questions:**

1. In your opinion, what would help further develop the relationship between NP staff and council members?
2. Can you describe cross-agency collaboration at your NP? How well do you feel it is working?
3. In your opinion, what one change would help to improve cross-agency collaboration?
4. What other topics, if any, should have been covered in the initial training to better prepare you for working at NP?

This survey will be conducted on line at 3, 6, 9, &12 months from the original training date

**5. In what ways do you feel the NP Leadership Team can continue to provide support to the NP?**

**6. What additional trainings would you like to see offered in the future?**

**7. Additional Comments:**

**Thank you for participating in this survey.**



### Client Satisfaction Survey

**Purpose:** We would like to know your views about your experience at Neighborhood Place today. Your answers to the following questions will help us continue to improve our services. Thank you for participating.

1. Who referred you to Neighborhood Place today? (check only one)

- |   |   |
|---|---|
| <input type="checkbox"/> Return Visit               | <input type="checkbox"/> My Employer                |
| <input type="checkbox"/> Community Ministry         | <input type="checkbox"/> Family, Friend or Neighbor |
| <input type="checkbox"/> Self                       | <input type="checkbox"/> School                     |
| <input type="checkbox"/> Healthcare Provider: _____ | <input type="checkbox"/> Other: _____               |

2. Which services were you "seeking" when you came in today? (check all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> Food Stamps                       | <input type="checkbox"/> Child Protective Services |
| <input type="checkbox"/> Child school concerns             | <input type="checkbox"/> Mental Health Counseling  |
| <input type="checkbox"/> Medicare                          | <input type="checkbox"/> Medications, shots        |
| <input type="checkbox"/> Emergency Rent/Utilities Services | <input type="checkbox"/> WIC                       |
| <input type="checkbox"/> Employment Services               | <input type="checkbox"/> Emergency Food            |
| <input type="checkbox"/> None                              | <input type="checkbox"/> Other: _____              |

3. Which services did you "receive" today? (check all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> Food Stamps                       | <input type="checkbox"/> Child Protective Services |
| <input type="checkbox"/> Child school concerns             | <input type="checkbox"/> Mental Health Counseling  |
| <input type="checkbox"/> Medicare                          | <input type="checkbox"/> Medications, shots        |
| <input type="checkbox"/> Emergency Rent/Utilities Services | <input type="checkbox"/> WIC                       |
| <input type="checkbox"/> Employment Services               | <input type="checkbox"/> Emergency Food            |
| <input type="checkbox"/> None                              | <input type="checkbox"/> Other: _____              |

4. As a result of today's visit, were you referred to any other services?

- |   |  |
|---|--|
| <input type="checkbox"/> NO <input type="checkbox"/> YES (check all that apply) |  |
| <input type="checkbox"/> Food Stamps  | <input type="checkbox"/> Child Protective Services |
| <input type="checkbox"/> Child school concerns                                  | <input type="checkbox"/> Mental Health Counseling  |
| <input type="checkbox"/> Medicare   | <input type="checkbox"/> Medications, shots        |
| <input type="checkbox"/> Emergency Rent/Utilities Services                      | <input type="checkbox"/> WIC                       |
| <input type="checkbox"/> Employment Services                                    | <input type="checkbox"/> Emergency Food            |
| <input type="checkbox"/> None   | <input type="checkbox"/> Other: _____              |

5. If you were referred to other services, do you know what to do next?

- ☐ Yes ☐ No ☐ I was not referred to any other service

6. Did you have adequate input in making decisions today?

- ☐ Yes ☐ No

7. Were the services at Neighborhood Place explained to you, and were your questions answered to your satisfaction?

☐ Yes ☐ No

8. Has the staff been courteous and concerned today?

☐ Yes ☐ No

9. Do you feel that the staffs have respected your rights as an individual today?

☐ Yes ☐ No

10. Was it easy for you to get to this Neighborhood Place?

☐ Yes ☐ No

11. How long did it take you to get here?

☐ Less than 15 minutes

☐ 15 to 30 minutes

☐ 30 to 45 minutes

☐ More than an hour

12. Are the hours at your Neighborhood Place convenient for you?

☐ Yes ☐ No

13. Have you found the lobby area to be neat and comfortable for you?

☐ Yes ☐ No

14. How long did you have to wait before being seen?

☐ Less than 15 minutes

☐ 15 to 30 minutes

☐ 30 to 45 minutes

☐ More than an hour

15. Do you feel you were served in a timely manner?

☐ Yes ☐ No

16. Has Neighborhood Place met your needs?

☐ A great deal

☐ Somewhat

☐ Very little

☐ Not at all

17. Would you send a friend to this Neighborhood Place for help?

☐ Yes ☐ No

18. How would you rate your overall experience today?

☐ Excellent

☐ Good

☐ Fair

☐ Poor

19. What other services would you like to see at Neighborhood Place?

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

d. \_\_\_\_\_

20. What did you like "most" about Neighborhood Place? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

21. What did you like "least" about Neighborhood Place? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## APPENDIX G: LOUISIANA PROMISE ZONE COLLABORATIVE DOCUMENTS

### Louisiana Practitioners Institute August 18 – 21, 2009 Questionnaire

Name:

Title:

Organization:

Please answer the following questions regarding the structure and format of the Louisiana Practitioner's Institute.

1. What is the purpose and goal of this Practitioners Institute?
2. Where should this Practitioner's Institute be held?
3. Should this Practitioner's Institute be a one-day workshop or a multi-day workshop?
4. Who should be the target audience?
5. Based on your target audience, list potential stakeholders to invite:
6. Describe the specific areas of knowledge you would expect to gain from this Practitioner's Institute:
7. Which components of the HCZ Model should be covered at this Practitioners Institute?
8. Suggest an Agenda for this Practitioner's Institute?

9. List any other thoughts or ideas you have regarding this Practitioner's Institute:

## APPENDIX H: BATON ROUGE PRESS RELEASE

2theadvocate.com

 PRINT THIS

### EBR may get family center

- By [KIMBERLY VETTER](#)
- Advocate staff writer
- Published: Aug 6, 2009 - Page: 4B

[Comments \(0\)](#)

Efforts to open a truancy center in East Baton Rouge Parish are being coupled with the push to create a state-approved one-stop shop aimed at serving families from a single location.

The one-stop shop concept — called Louisiana Neighborhood Place — was created last year by legislation authored by Sen. Willie Mount, D-Lake Charles.

The legislation mandates that the departments of Social Services, Education, Health and Hospitals, the Louisiana Workforce Commission and the Office of Juvenile Justice work together with communities to serve families from single locations across the state.

The Sabine Parish School District has two Neighborhood Place locations, and another Neighborhood Place is being planned in New Orleans.

The Sabine Parish locations focus on improving educational outcomes while the location in New Orleans will work on early childhood and family development.

“No two Neighborhood Place locations look the same,” said Lee Williams, who is with the Department of Social Services and helps create such locations. “Sabine will not look like Baton Rouge and New Orleans will not look like Sabine.”

Williams spoke Wednesday to a group of community leaders gathered at the Baton Rouge Recreation and Park Commission headquarters on Florida Boulevard to discuss opening a truancy center in East Baton Rouge Parish.

District Attorney Hillar Moore III and Mayor-President Kip Holden started talking to community members in April about opening a center that would help consolidate a fragmented system that struggles to keep children in school.

A link between truancy and juvenile crime prompted the discussion, Holden and Moore have said, citing statistics that show 56 percent of the crimes committed by juveniles in the parish last year occurred during school hours. Nearly half those crimes were the work of children with high truancy rates.

No decisions have been made on what would be housed at the center, where it would be located, how

<http://www.printthis.clickability.com/pt/cpt?action=cpt&title=EBR+may+get+family+cente...> 8/7/2009

much the center would cost and where that money would come from. But officials at the Wednesday meeting said making the center a state-approved Neighborhood Place makes sense.

“Truancy is a symptom of a much bigger issue and needs to be addressed by focusing on the family, not just the child,” said Roxson Welch, educational outreach coordinator with Mayor-President Kip Holden’s Office. “The only way to do this is through a one-stop shop, which is a Neighborhood Place.”

To obtain a Neighborhood Place-designation, Williams said, a community must have a five-year funding commitment, a location on or near a bus line and solid community support.

The Department of Social Services will help community leaders work toward their goal of opening a Neighborhood Place, she said, but the majority of the work will fall to those wanting to create it.

Moore said he is up to the task and that “this might be the last chance” East Baton Rouge Parish has to make a dent in the number of students who are skipping school.

**Find this article at:**

<http://www.2theadvocate.com/news/52565947.html?showAll=y&c=y>

☐ Check the box to include the list of links referenced in the article.

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